External Evaluation of the Geneva Centres, Switzerland

FINAL REPORT

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Table of Contents

Acronyms and Abbreviations 5
Executive Summary 7
Methodology 11
Geneva Centre for Security Policy (GCSP) 15
Findings 15
- Relevance 15
- Effectiveness 19
- Efficiency 28
- Sustainability 29

Conclusions 31
Recommendations 33
Geneva Centre for Security Sector Governance (DCAF) 36
Findings 36
- Relevance 36
- Effectiveness 46
- Efficiency 55
- Sustainability 58

Conclusion 60
Recommendations 61
Geneva International Centre for Humanitarian Demining (GICHD) 64
Findings 64
- Relevance 64
- Effectiveness 73
- Efficiency 82
- Sustainability 84

Conclusions 88
Recommendations 89
Annex 1: List of Interviewees (internal only) 93
Annex 2: List of Documents 107

List of Figures

Figure 1: Evaluation process and phases..... 12
Figure 2: Overview of evaluation approach..... 13
Figure 3: Data Collection Summary..... 14
Figure 4: Survey responses on relevance of services to the GCSP mandate..... 15
Figure 5: Survey responses on relevance of services GCSP provides to current and future trends in security policy..... 16
Figure 6: Survey question: Are there any additional areas in which you feel GCSP should be working or any additional services/activities that GCSP should be involved in?..... 16
Figure 7: Survey views on how GCSP adds most value given its mandate..... 17
Figure 8: Survey responses to the relevance of GCSP's strategy to future trends..... 19
Figure 9: Survey responses on the ability of GCSP to adapt to unexpected changes..... 19
Figure 10: Survey responses on the ability of GCSP to utilise new technology..... 22
Figure 11: Survey responses on how effectively does GCSP promote gender quality and inclusion in their work?..... 22
Figure 12: Survey responses on to what extent do GCSP promote a diverse working culture and how much is that supported by their institutional framework?..... 23
Figure 13: Survey responses on how well equipped GCSP is to operate in fragile states or difficult working environments..... 23
Figure 14: Survey responses on the satisfaction level of attendees at GCSP events/services..... 24
Figure 15: Survey responses on donor's view on value for money of GCSP services..... 25
Figure 16: Survey responses on the effectiveness of GCSP as a Partner..... 25
Figure 17: Survey responses on how effectively does GCSP report and communicate to funders..... 25
Figure 18: Survey responses on how effectively does GCSP report and communicate with partners..... 26
Figure 19: Internal respondents views on the effectiveness of GCSP's governance and management structure..... 26
Figure 20: External respondents views on the effectiveness of GCSP's governance and management structure..... 27
Figure 21: Survey responses on employee satisfaction working in GCSP..... 29
Figure 22: Survey responses on how likely staff are to look to work for another organisation..... 30
Figure 23: Survey responses on how easy would it be for GCSP to replace staff members30
Figure 24: Survey responses on clarity of DCAF strategy/vision..... 36
Figure 25: Survey responses on relevance of services DCAF provides to current and future trends in security Policy..... 36
Figure 26: Survey views on how DCAF adds most value given its mandate..... 42
Figure 27: Survey responses to the relevance of DCAF strategy to future trends..... 43
Figure 28: Survey responses on the ability of DCAF to adapt to unexpected changes..... 44
Figure 29: Survey responses from partners on effectiveness of DCAF reporting and communication..... 46
Figure 30: Survey responses on how effectively does DCAF promote gender quality and inclusion in their work?..... 49
Figure 31: Survey responses on the satisfaction level of attendees at DCAF events/services..... 50
Figure 32: Survey responses on the effectiveness of DCAF as a Partner..... 50
Figure 33: Survey responses on the likelihood of attendees of DCAF events or recipients of services of using DCAF services again..... 50

Figure 34: Internal respondents views on the effectiveness of DCAF's governance and management structure 52
Figure 35: External respondents views on the effectiveness of DCAF's governance and management structure 52
Figure 36: Survey responses on donor's view on value for money of DCAF services 56
Figure 37: Survey responses on employee satisfaction working in DCAF 57
Figure 38: Survey responses on how likely staff are to look to work for another organisation 57
Figure 39: Survey response on GICHD strategy/vision 64
Figure 40: Survey question: GICHD provides the following services within its current strategy. Please score how relevant you feel each of these is to the mandate of GICHD 65
Figure 41: Survey question: GICHD provides the following services within its current strategy. Please score how relevant you feel each of these is to current and future trends in humanitarian demining. 65
Figure 42: Survey question: Please outline how you think GICHD adds most value given its mandate. 69
Figure 43: Survey question: Are there any additional areas in which you feel GICHD should be working or any additional services/activities that GICHD should be involved in? 70
Figure 44: Survey responses on how effectively does GICHD report and communicate to funders. 71
Figure 45: Survey responses on how effectively does GICHD report and communicate with partners. 71
Figure 46: Internal and external response to survey on GICHD adaptability in changes to its operating environment 73
Figure 47: Survey question on effective promotion of gender equality and inclusion in GICHDexternal work 75
Figure 48: Survey question on effective internal promotion of gender equality, inclusion and diversity in GICHD 76
Figure 49: Survey response on GICHD operating in difficult environments 77
Figure 50: Donor responses to services provided by the GICHD 78
Figure 51: Partner responses on engagement with the GICHD 78
Figure 52: Partner response on working with the GICHD again in the future 78
Figure 53: Participant responses on services provided by the GICHD 78
Figure 54: Survey question on effectiveness of the GICHD's governance and management structure 80
Figure 55: Survey question on GICHD employee satisfaction 84
Figure 56: Survey question on how likely GICHD staff are to move to another organisation within the next 18 months 86
Figure 57: Survey question on perceived ease of replacing the GICHD staff member if they left 86

List of Tables

Table 1: Evaluation Questions 11
Table 2: Summary of Feedback Data from Leadership Course (non-percentage scores are out of 6) 24

Acronyms and Abbreviations

AMAT	Advisory Team on Ammunition Management
CCM	Convention on Cluster Munitions
CCMA	Coordination Committee for Mine Action
CCW	Convention on Certain Conventional Weapons
CHF	Swiss Franc
COVID	Coronavirus disease
DASH	Delvon Assistance for Social Harmony
DCAF	Geneva Centre for Security Sector Governance
DDPS	Federal Department of Defence, Civil Protection and Sport
DRC	Democratic Republic of Congo
ESC	European Security Course
EUCAP	EUCAP Sahel Mali
FBA	Folke Bernadotte Academy
FDFA	Federal Department of Foreign Affairs
GCSP	Geneva Centre for Security Policy
GFI	Global Fellowship Initiative
GICHD	Geneva International Centre for Humanitarian Demining
GIZ	German Development Agency
GMAP	Gender and Mine Action Programme
HALO	The HALO Trust
IGC	International Gender Champions
IMAS	International Mine Action Standards
IMSMA	Information Management System for Mine Action
ISO	International Organization for Standardization
ISSAT	International Security Sector Advisory Team
ITC	International Training Course in Security Policy
KII	Key Informant Interview
LISC	Leadership in International Security Course
MAG	Mines Advisory Group
MEAL	Monitoring, Evaluation and Learning
MEL	Monitoring, Evaluation and Learning
MENA	Middle East and North Africa
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali

MOTAPM	Mines Other than Anti-Personel Mines
MOWIP	Measuring Opportunities for Women in Peace Operations
NAP	National Action Plan
NATO	North Atlantic Treaty Organization
NGO	Non-Governmental Organisation
NMAC	National Mine Action Centre
NMAS	National Mine Action Standards
ODIHR	Office for Democratic Institutions and Human Rights
OROLSI	Office of Rule of Law and Security Institutions
OSCE	Organization for Security and Co-operation in Europe
PMF	Iraq's Popular Mobilization Forces
RBM	Results-Based Management
SALW	Small Arms and Light Weapons
SDC	Swiss Agency for Development and Cooperation
SHARP	Skavita Humanitarian Assistance and Relief Project
SHRIM	Security and Human Rights Implementation Mechanism
SMT	Senior Management Team
SSG	Security Sector Governance
SSR	Security Sector Reform
TFNA	Trust Fund for North Africa
UNDP	United Nations Development Programme
UNMAS	United Nations Mine Action Service
UNSCR	United Nations Security Council resolution
VDP	Burkina Faso's Volunteers or the Defence of the Homeland

Executive Summary

Introduction

This evaluation was commissioned by the Swiss Federal Department of Foreign Affairs (FDFA) and looks at the relevance, effectiveness efficiency and sustainability of the Geneva Centre for Security Policy (GCSP), the Geneva International Centre for Humanitarian Demining (GICHD), and the Geneva Centre for Security Sector Governance (DCAF).

The evaluation will inform the drafting of the dispatch of the Federal Council to Parliament for the period from 2024 to 2027 and covers the period 2018 until February 2022.

Methodology

The evaluation is both summative and formative and has taken a mixed methods approach. Data collection was undertaken in a sequenced approach with initial inception interviews and a review of 64 documents informing the development of an online survey. The survey gathered both quantitative and qualitative data and was sent to 1058 individuals including staff and external stakeholders across all 3 organisations with a response rate of 52%. This was followed by 80 key informant interviews, 7 focus group discussions, and field visits to Sri Lanka and North Macedonia (in-person) and Iraq and Lebanon (both virtual).

Relevance

The work of all three Centres is seen as highly relevant by all external stakeholders. They are seen as not just Centres of Excellence but 'the' Centres of Excellence in their fields. GCSP in Executive Education and convening disparate stakeholders in the security arena; DCAF in security sector governance and reform and the GICHD in mine action, explosive risk reduction and management of ammunition. They are trusted experts with good technical knowledge and process skills who value partnership and learning. They are organisations valued for their neutrality and independence who provide a significant contribution to the achievement of Swiss Foreign Policy goals. They all have clear strategies, though these are evolving and the degree to which these are fully documented and 'marketed' to stakeholders varies. They are in general adaptable to the contexts in which they work and to unexpected changes in their operating environment such as the COVID 19 pandemic. Responses do vary but examples like GCSP's conversion to online provision of its Leadership course in 24 hours, GIHD's development of the Information Management System for Mine Action and DCAF's forthcoming lessons learned exercise of its governing board members' engagement in Afghanistan provide illustrations of good practice.

Effectiveness

The Centres have all evolved since their establishment and though they are all knowledge organisations they do slightly different things in their respective areas. All three have results based management systems in place, though all need to continue to develop and refine these in ways which are coherent to their services and objectives. Reporting from these systems suggests that all three are making good progress towards their strategic objectives though outputs are tracked more effectively than contribution to outcomes.

'Customers' or users are almost universally satisfied with their services and all three are viewed by external stakeholders as highlight effective. Internal staff are in general slightly more critical, though all three organisations are seen as good at managing change the two

larger organisations DCAF and GICHD are seen by some as being a little bureaucratic in their internal processes. All three organisations are seen as positively promoting gender and inclusion issues both internally in terms of their own staffing and working practices but also in influencing policies or delivering programmes which focus on these issues. However the sector as a whole still has some way to go be gender transformative so efforts need to continue. Restrictions on employing staff in Geneva from certain countries can be a barrier on the Centres' ability to have a staff group that is as inclusive as they would like.

In general there are some questions as to the effectiveness of the governance and management structures of all three Centres. The evaluation recommends that all three review elements of these to ensure that the Council of Foundation, Bureau and Management Teams effectively fulfil their roles and that decisions are made efficiently and in an appropriately transparent and consultative manner. Good leadership, a coherent organisational structure and a collaborative and supportive culture are seen by staff as key to effectiveness.

All three centres have strong partnerships which seem relevant to their mandates. They have good connections with the Swiss government, though GCSP could increase its engagement outside of 'International Geneva' and look to capitalise on its network and further expand its reach through more customised courses, increased dialogue and potentially partnerships with like-minded institutions.

Efficiency

The degree to which internal systems are seen as effective varies across the three organisations. It is suggested that DCAF and the GICHD in particular look for opportunities to reduce bureaucracy. There were contrasting views as to the efficiency of IT systems with GICHD staff in particular being quite critical of the service provided and the speed in which new software was made available or updated. Given that IT is services are provided to all three centres by GCSP and the other two organisations were very positive about Information systems it is suggested that a review is undertaken to understand the relevant issues.

The centres have a different mix of core and tied funding which links to the services they provide and their ability to generate revenue from sources outside of the Swiss Government. Overall the evaluation feels the mix is reasonable, recognising that core funding allows for greater flexibility and often supports innovation.

Staff in general perform effectively but satisfaction varies. Limited opportunities for career progression are cited by staff as an area they would like the centres to look at. Staff morale is low at the GICHD and it is important that this is addressed and the concerns and perceptions of staff listened to and understood.

Sustainability

None of the centres have a clear definition of sustainability though for the foreseeable future demand for their services is high, recipients are highly satisfied with what they receive and they are able to attract good staff and partner/experts to work with them.

All centres have shown an ability to generate external funding and should continue to do so, though it is important to recognise that part of their key value is their Swiss identity and so they need to ensure that this isn't compromised.

Housed in the impressive Maison de la Paix the three centres are seen as key components of 'international Geneva' but are different organisations who provide complementary but different services. Any further integration should be based on either a clear cost benefit analysis, or because the centres themselves can identify clear advantages in undertaking joint activities. The evaluation does suggest that there are regular meetings between the

Directors and senior management to ensure they are all aware of what the others are doing but these and to look for opportunities but that these should be informal, rather than mandated.

Summary of Key Recommendations

GCSP

1. GCSP to consolidate all of its strategic thinking into one concise strategy document.
2. GCSP to further consolidate and embed its RBM approach, ensuring it is appropriate for the services it provides and has a learning and improvement focus with assessment processes that more clearly monitor whether it is on track to achieve its objectives.
3. GCSP to prioritise the marketing function and to set out a clear marketing strategy including targets for 'brand awareness', income generation and potential partners and/or customers.
4. GCSP to further develop its customised course offering; to assess whether there are other partners who share a similar ethos and model who they could work with in other locations; and think through how to utilise the alumni hubs for business development.
5. GCSP to facilitate a participative review of the Council function. It should focus on what the expectations of membership are; the expected competencies and level of engagement of Member representatives and to also ask Members how they can be more involved.
6. GCSP to look at the possibility of creating specific sub-committees drawing from the Foundation Council Membership focused on providing support to the Director on specific Governance and technical areas.
7. GCSP to undertake a review of its current staff/expert make-up and to look to see how it might facilitate the employment/engagement of staff from less well-represented groups or different parts of the world

DCAF

1. Decide the extent to which DCAF needs to better understand, if not engage with, selected armed groups or hybrid security and justice providers.
2. Enable citizens to have a say in how security is provided to them in countries of intervention and build on DCAF's current research on how to apply people-centred approaches to SSR.
3. Engage more often and at more (complementary) levels with Swiss government stakeholders.
4. Redefine the focus and name of ISSAT's current "governing board" to avoid confusion and clarify its function.
5. Map out and delegate management related tasks that the Head of Resources Department has time and capabilities to oversee.
6. Seek ways to reduce the "bureaucracy" to its bare minimum. The organisation needs to retain agility to remain a valued partner in the field.
7. Bring coherence to DCAF's branding.
8. Conduct a human centred evaluation of DCAF's work at country level. As DCAF rolls out its new RBM framework, it would be useful to capture and analyse the perspectives of civilians in countries of intervention.
9. Display a deliberate intent to assess collaboration potential with others in the international Geneva ecosystem.

GICHD

1. Commission a review which clarifies the roles and mandates of the governing structures and includes clear guidance – which can be shared with staff and other stakeholders – on

the mechanisms processes and operating procedures which ensure appropriate levels of independence and engagement.
2. Re-establish the Advisory Board with a review of membership and operating modalities to ensure maximum effectiveness of the Board.
3. Commission an independent review of leadership and management with a key objective of developing a strategy to address the ongoing issues reported by staff.
4. Review the composition and operating modalities of the Management Board. It should aim to be more balanced to include a greater focus on programmes and operations and have a stronger gender and diversity balance.
5. Ensure Senior Managers are appropriately empowered to focus on the key aspects of their role aligned with appropriate levels of decision making authority
6. Include a greater balance between qualitative and quantitative indicators in the next RBM, with a clear definition of what these mean and how they will be tracked. As part of this, ensure a clear understanding of outputs and outcomes.
7. Recruit a Monitoring, Evaluation and Learning focal point to support programme staff.
8. Develop an HR strategy to support the promotion of gender and diversity within the workplace, with a focus on senior management positions.
9. Review internal systems including IT and Recruitment to ensure they are fit for purpose.

All Centres

1. To collectively review the provision of IT services and support provided by GCSP and how effectively the arrangement is working across all three centres and how it might be optimised.

Introduction

IOD PARC were commissioned by the Swiss Federal Department of Foreign Affairs (FDFA) to undertake an 'External evaluation of the Geneva Centres'. The three centres are the Geneva Centre for Security Policy (GCSP), the Geneva International Centre for Humanitarian Demining (GICHD), and the Geneva Centre for Security Sector Governance (DCAF).

Each centre is constituted as a sperate independent foundation under Swiss law but all three are housed at 'The Maison de la Paix' (MdP) - owned by the Graduate Institute of International and Development Studies. The Swiss Government – via a contribution from the FDFA – remains the biggest funder, and the Swiss Confederation is represented on the governing boards of each of the centres. Each centre is governed by a Council of Foundation, composed of representatives of Member States.

This evaluation follows on from an earlier more substantive evaluation undertaken in 2018 which informed the federal dispatch for 2020-23. This evaluation is expected to contribute to the drafting of the dispatch of the Federal Council to Parliament for the period from 2024 to 2027. It is also expected to help provide reflections and options to the Comite de Pilotage (CdP) as to how the work and operations of the three centres might be further integrated/ synthesised to help achieve Swiss foreign policy strategic aims.

Methodology

The evaluation objectives are to:

- Evaluate each of the three Geneva Centres with regard to relevance, effectiveness, efficiency and sustainability, with an emphasis on the capabilities and procedures linked to strategy development and implementation at the level of each Centre.
- Provide advice to the CdP on developing an internal strategy on how the work of the three Centres can be integrated into the framework of interests defined by the relevant Swiss foreign policy strategy papers by the second half of the 2020 years.

The specific evaluation questions that the evaluation covered are as below in Table 1.

Table 1: Evaluation Questions

Evaluation criteria	Evaluation question
Relevance	1. To what degree does each Centre have a clear strategy/vision, which corresponds to its statutory mandate, donor expectations and operational environment? 2. To what degree is each Centre viewed as a 'Centre of Excellence' with a clear niche/value add compared to other organisations working in its operating environment? 3. To what degree does each Centre analyse current trends and anticipate future developments including changes in donor expectations or objectives 4. To what degree has each centre been able to adapt to unexpected changes/new developments in its environment e.g. COVID 19, Afghanistan?
Effectiveness	5. To what degree is each Centre on track to achieve its strategic goals/objectives? 6. To what degree has each centre shown it has the capability to manage change?

	7. To what extent and in what ways do the Centres promote gender and inclusion? 8. To what degree is each Centre able to provide effective services in difficult environments (e.g. fragile states)? 9. To what degree are users/participants/customers satisfied with the services they receive? 10. To what degree does each Centre's governance and management structure support the effective delivery of its mandate? 11. To what degree has each Centre got the relationships it needs in place (such as for funding, technical cooperation, or political support) to work effectively – are there any key gaps that need to be filled?
Efficiency	12. To what degree does each Centre have effective financial and information management systems and reporting processes? 13. To what degree does each Centre have an appropriate mix of core and tied funding to enable to it to be adaptive and responsive as well as deliver planned commitments? 14. To what degree are staff in each Centre performing effectively and are satisfied in their work and working environment?
Sustainability	15. How does each Centre define sustainability and to what degree is it on track to meet this definition? 16. To what degree does each Centre make use and promote "international Geneva" in enhancing and strengthening their cooperation and coordination with other organisations and stakeholders, in particular among themselves and within Maison de la Paix?

The evaluation covers the period following the 2018 evaluation up to the present day. It is both a summative and formative evaluation in that it looks to both assess the performance of the Centres between 2018-2021 but also provide advice on their strategic direction and organisation development; their ability to innovate, manage change and to make use of digital means; and opportunities for increased collaboration and integration going forward.

The evaluation consisted of four key stages: i) inception, ii) data collection, iii) data analysis and iv) reporting and verification as summarised in Figure 1.

Figure 1: Evaluation process and phases

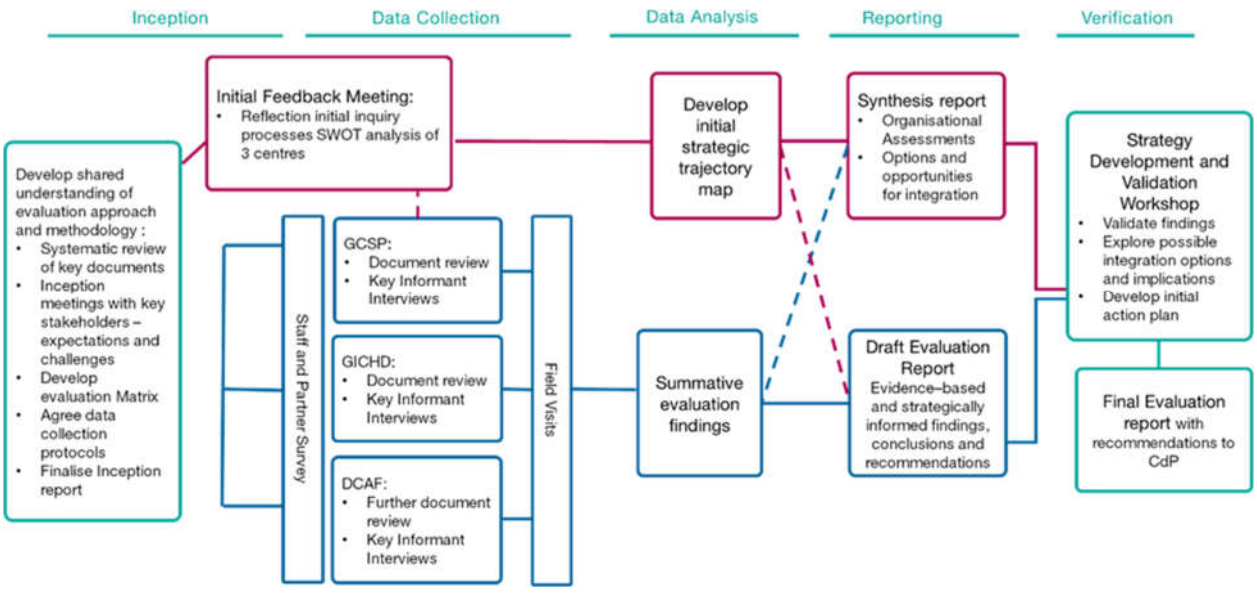
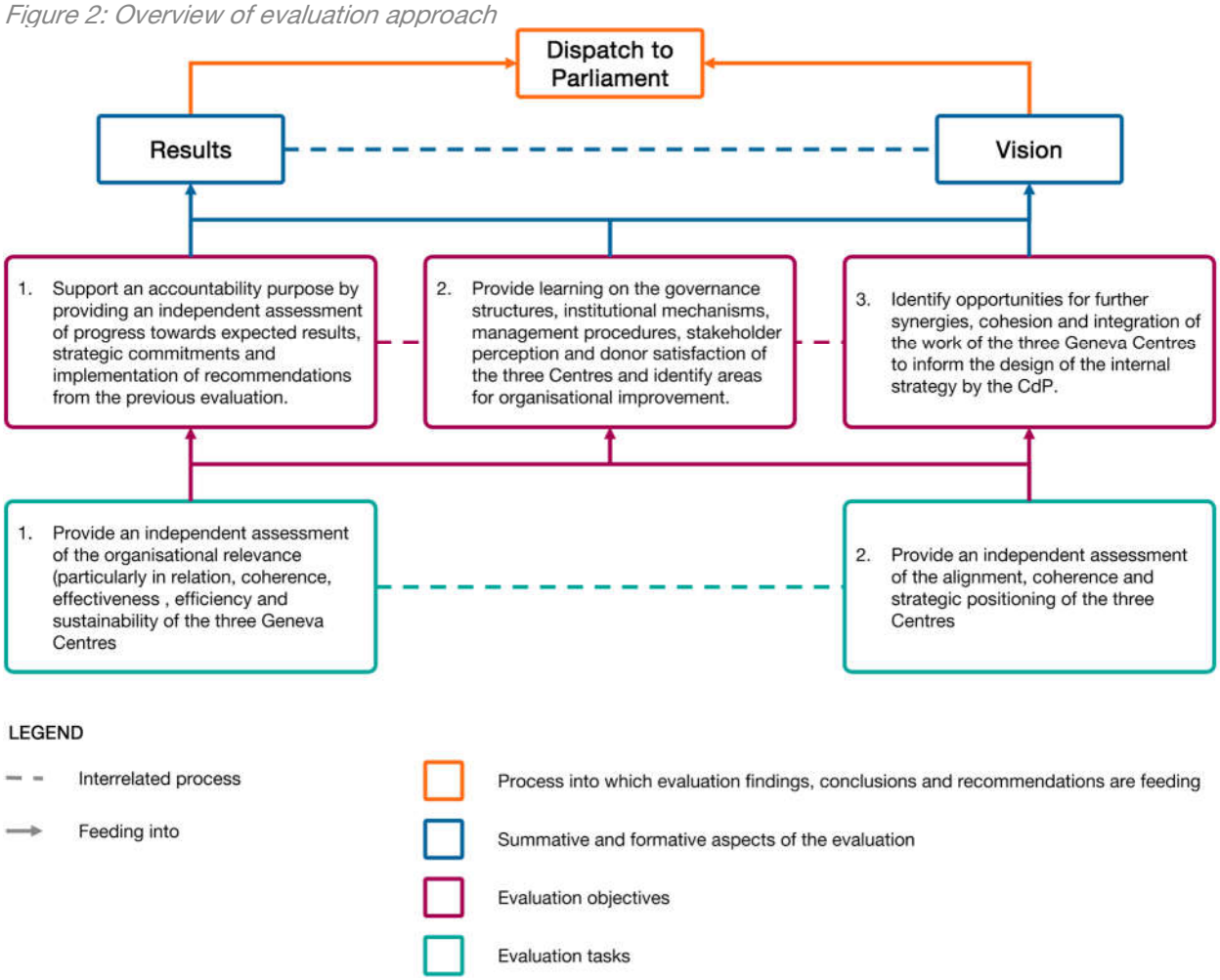


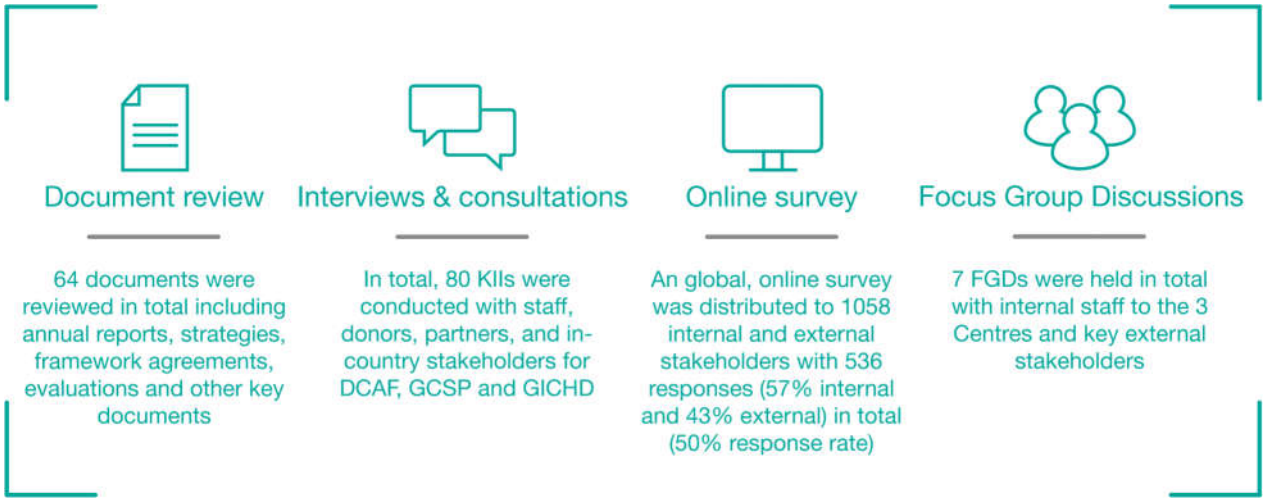
Figure 2 provides a visual overview of the overall evaluation approach, showing how the different objectives and tasks of the evaluation were combined.

Figure 2: Overview of evaluation approach



A mixed methods approach was adopted including a document review, survey, key informant interviews, focus group discussions and field visits. The data collection was sequenced; with an initial document review and inception meetings informing the development of the survey. The survey gathered both quantitative and qualitative data and was administered between December 2021 and mid-January 2022. This was followed by 80 key informant interviews and 7 focus group discussions, and field visits to Sri Lanka and North Macedonia (in-person), Iraq and Lebanon (both virtual).

Figure 3: Data Collection Summary



The remainder of this document outlines the draft findings for the three evaluations and initial proposed recommendations. Following feedback and data verification from the Steering Group, the three Centres and the Comite de Pilotage, the reports will be finalised and a synthesis report produced which will look to capture lessons learnt across the centres and highlight the degree to which there is coherence and alignment and possible opportunities for synergies and integration.

Geneva Centre for Security Policy (GCSP)

Findings

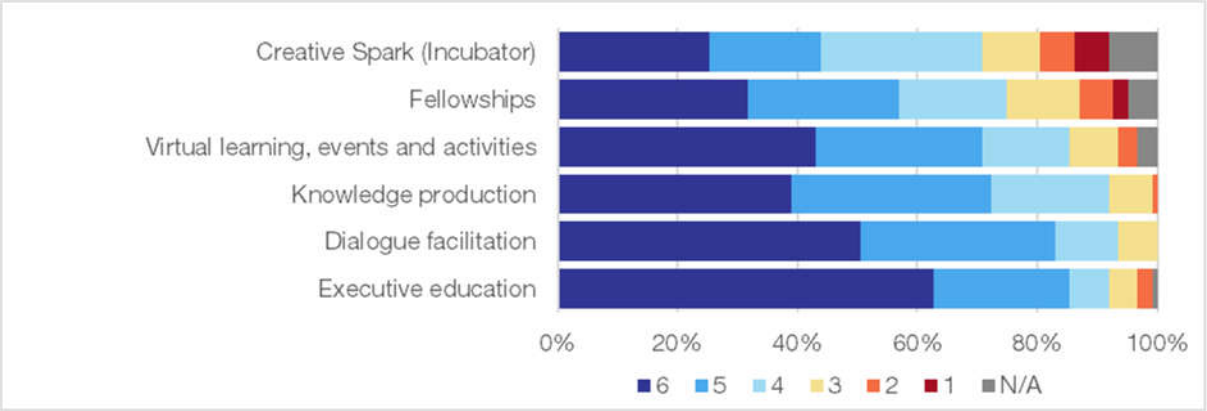
Relevance

GCSP is seen as a highly relevant and influential component of Swiss 'soft power' in the global security arena. It has an evolving strategic direction based on a mission 'to educate, facilitate, inspire, analyse and connect'. In 2018 GCSP underwent a transformation process involving staff and major stakeholders to better position the Centre and more effectively represent its outputs. This process looked to build on its strength in executive education, knowledge generation and diplomatic dialogue. It also included the addition of 'Impact Line 3', bringing together the Global Fellowship Initiative and a new Creative Spark project incubation/accelerator facility, aimed at providing opportunities for innovation and sustainable measurable impact.

To what degree does GCSP have a clear strategy/vision, which corresponds to its statutory mandate, donor expectations and operational environment?

GCSP does not have a single strategy document which brings together all its programmes and activities with objectives and measurable indicators. This to some degree reflects the nature of its services. The majority of survey respondents (65%) felt that GCSP has a clear or very clear strategy and vision which builds on its strength and history in providing high quality executive education. As shown in Figure 4 not all services provided were seen to be equally relevant to GCSP's mandate. In interviews though it was clear that some external stakeholders are not fully aware of services such as the Creative Spark and what they are trying to achieve.

Figure 4: Survey responses on relevance of services to the GCSP mandate

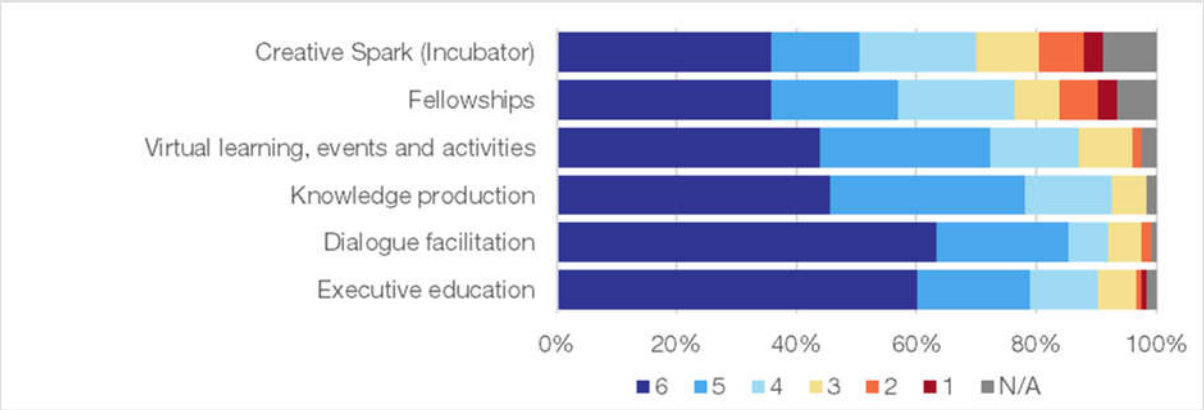


(1 = limited relevance and 6 = highly relevant)

Given the background, strong reputation and network of the new Director, the opportunity for GCSP to further develop and expand its work in diplomatic dialogue was also mentioned extensively in interviews as an important and relevant opportunity for GCSP. Specifically Ambassador Greminger's previous roles as Secretary General of the Organization for Security and Co-operation in Europe and Deputy Director General of the Swiss Agency for Development and Cooperation at the Federal Department of Foreign Affairs was seen as

giving him the credibility and leverage to take this agenda forward. As shown in figure 5 effective dialogue facilitation was also seen by respondents as increasingly important given current and future trends in security policy.

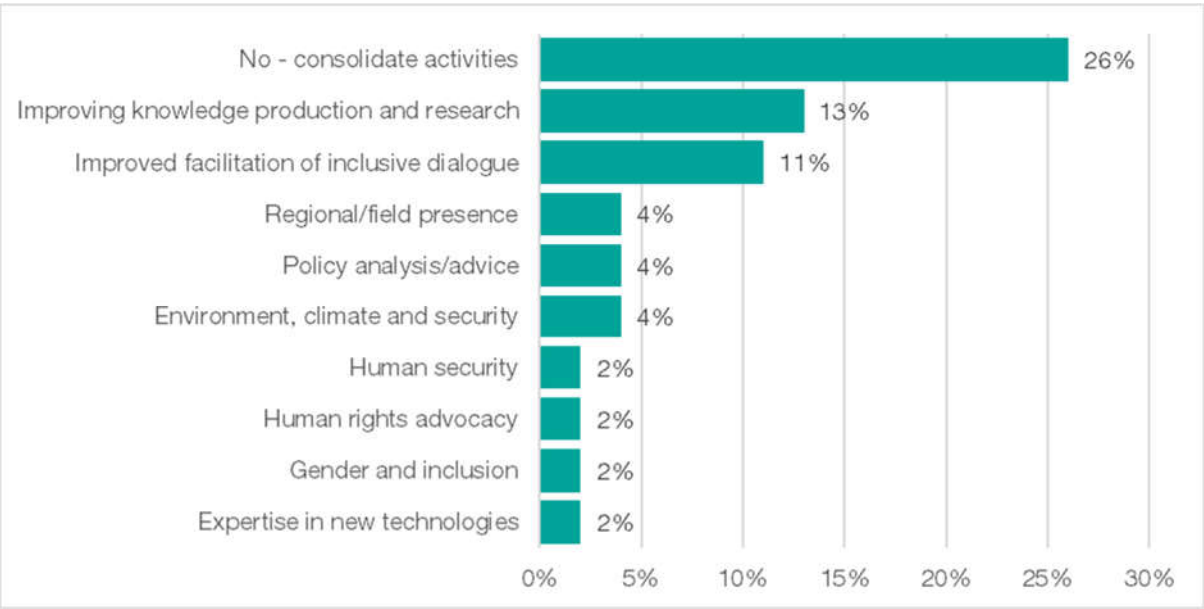
Figure 5: Survey responses on relevance of services GCSP provides to current and future trends in security policy



(1 = limited relevance and 6 = highly relevant)

In response to a question asking whether there were any additional areas that GCSP should be working in, as shown in figure 6 there was a resounding no from survey respondents, who felt they should consolidate existing work streams. The additions suggested, in particular knowledge production and research and inclusive dialogue, are areas that GCSP already work in and are looking to expand. Interviewees responses were also reasonably consistent with this view, though some felt there were opportunities for GCSP to further grow their training and learning by delivering more customised courses both in Geneva and for clients across the globe. Two interviewees also felt that GCSP could provide more leadership on gender and inclusion.

Figure 6: Survey question: Are there any additional areas in which you feel GCSP should be working or any additional services/activities that GCSP should be involved in?



In the evaluation team's view GCSP has a coherent strategy which builds on its history and founding purpose. The different streams of work build on each other and expanding activities in designing customised courses and in dialogue and policy advice makes sense and will be enhanced by the networks and relationships that GCSP has developed. The major gap is that

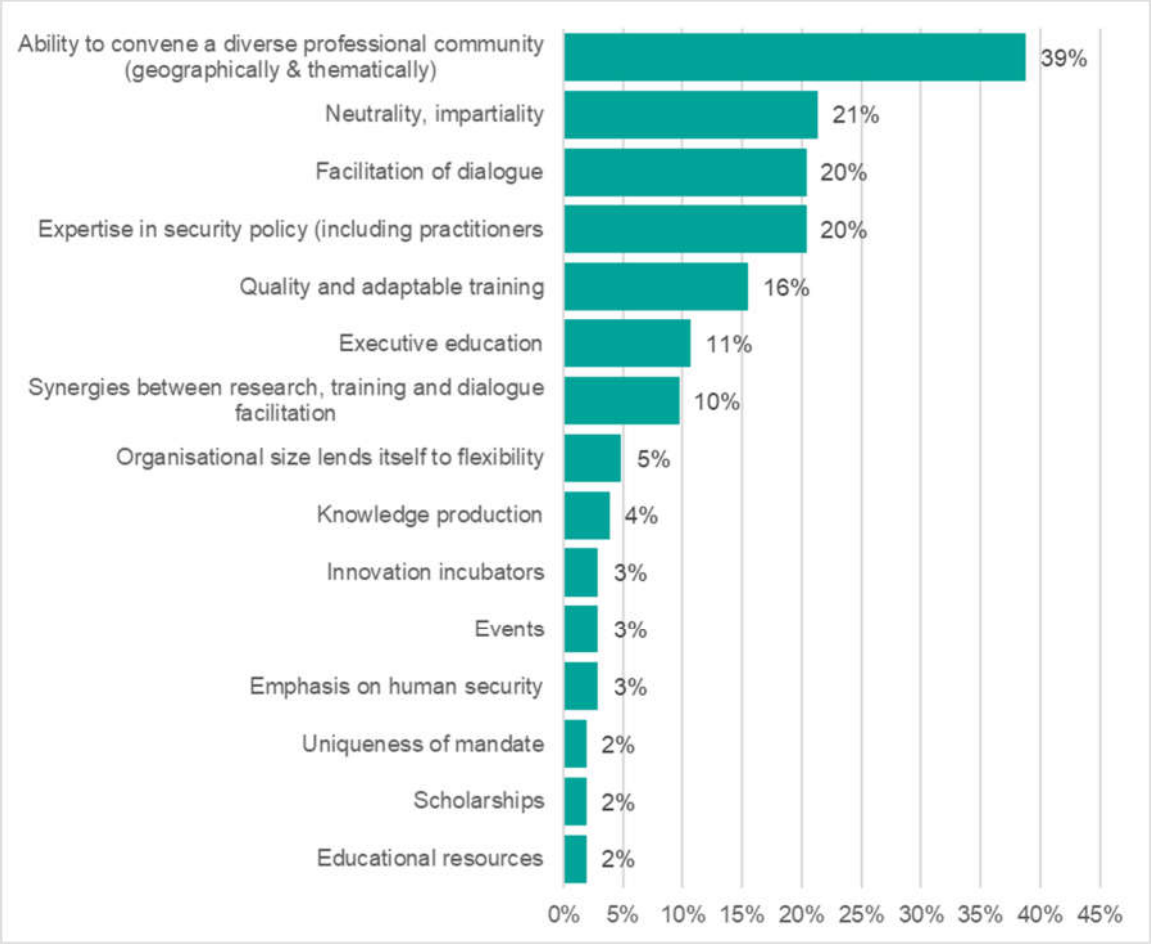
the strategy clearly documented as yet and although marketing and communication has improved since the 2018 evaluation there is still a view that the selling of GCSP's strategy and services can be further enhanced.

GCSP is very much seen as an 'arm of Swiss Foreign Policy' and is aligned with and effectively promotes the peace and security aims of the Swiss Government.

To what degree is GCSP viewed as a 'Centre of Excellence' with a clear niche/value add compared to other organisations working in its operating environment?

GCSP is seen as a 'Centre of Excellence' particularly in executive education with the potential to grow its reputation in political dialogue. It's Swiss identity (neutral, impartial and independent), expertise and ability to convene underpins this along with its experiential approach to learning. Its strength is bringing together diverse groups in a safe, innovative and engaging learning environment supported by a wide range of knowledgeable, up-to-date practitioners from a wide range of relevant security fields. GCSP has EduQua and ISO 9001:2015 accreditation, providing further evidence of the quality of their programme processes.

Figure 7: Survey views on how GCSP adds most value given its mandate



A range of 'competitor/comparator organisations' were suggested both in the survey and in interviews though these were primarily in the executive education field. Interviewees who had attended GCSP courses and undertaken training in the security sector with other providers, felt that GCSP was underselling its 'product'. GCSP uses a highly experiential pedagogical approach focused on diverse groups going through facilitated learning processes. The

Maison de la Paix provides a safe, innovative and engaging environment and GCSP ensures participants receive inputs from a wide range of knowledgeable, up-to-date practitioner experts from relevant security fields. 'Competitor organisations' are seen in comparison to be overly 'content' rather than learning driven and much less flexible, responsive or engaging in their approach. This was also the view from the representatives interviewed who had commissioned customised courses and felt that GCSP's offering compared very favourably to private sector providers.

One area noted as to where GCSP could add more value in its educational activities was to provide a space to take a more regional outlook and focus on the contextual issues and dynamics in different parts of the world. The LISC course does do this to a certain degree but there was a feeling from some, particularly in Africa and South Asia, that more external speakers with strong regional knowledge could deepen discussions and analysis.

GCSP's work in other areas is less well known. The Global Fellowship Initiative and Creative Spark activities build on the central learning philosophy, so focuses on giving Fellows and social entrepreneurs, opportunities, time and space to identify and develop projects with support from relevant experts or colleagues. Individuals who participate in these initiatives are often already high profile individuals or leaders in their own fields/organisations. The Fellows interviewed felt that this initiative and GCSP's learning environment and staff, provided a platform for creativity and innovation that was quite unique.

A key element of GCSP's added value is the creation of a broad network of Alumni who are both advocates and contributors to GCSPs approach and activities. They support GCSP's ability to convene a diverse professional community and also provide the evidence of GCSP's impact as they often hold or move into influential and senior roles across a broad range of stakeholders in the Security sector. GCSP has set up a number of national and regional Alumni hubs to help coordinate activities, including connecting them up with the Swiss Embassy in their areas. The Alumni hub leads were very positive about GCSP's support but also recognised the hubs were still evolving. They did feel more could be done, in particular in helping bring hubs together for lesson learning and knowledge sharing activities and to help GCSP develop more regional expertise.

In political dialogue the experience and network of the Director is seen as being a real value add and should help GCSP deepen and extend its work in this area and also increase the level of engagement with multilateral organisations and the Swiss Government

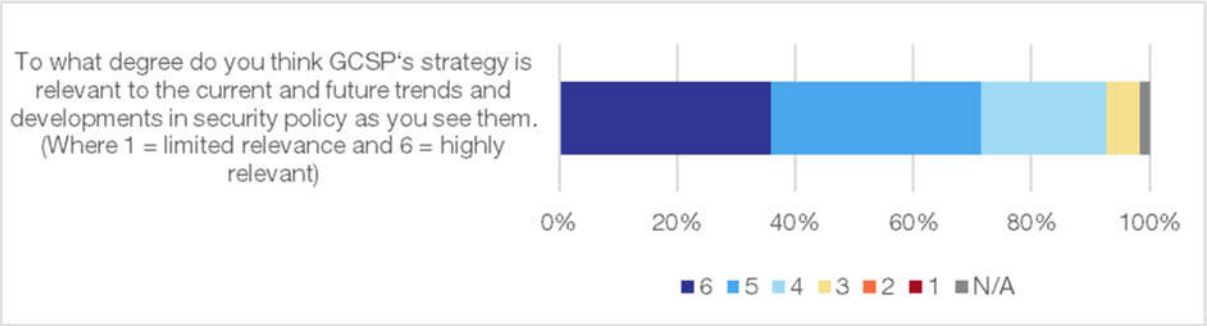
To what degree does GCSP analyse current trends and anticipate future developments including changes in donor expectations or objectives?

GCSP clearly has strong strategic planning processes which draw from current good management practice and look at trends and developments both within the security sector but also in education and learning. These include market assessments, though it is unclear to what degree they involve an explicit competitor or donor analysis, or an assessment of market opportunities for customised courses for example.

A key element in anticipating future developments included scenario planning for the delivery of executive education using a range of delivery models; so face-to-face (in Geneva and other locations), virtual on-line delivery, or blended models. This prepared GCSP well to react to the COVID pandemic.

Figure 8 shows that over 75% of respondents feel that the strategy is highly relevant/relevant which suggests that the direction being suggested is coherent with trends in the sector.

Figure 8: Survey responses to the relevance of GCSP's strategy to future trends



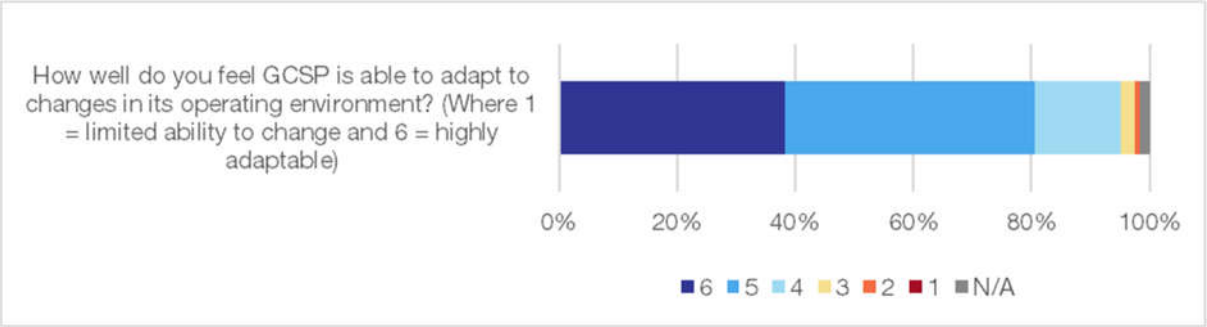
To what degree has GCSP been able to adapt to unexpected changes/new developments in its environment e.g. COVID 19, Afghanistan?

GCSP is highly adaptable as evidenced by the ability to move their education programmes to a virtual delivery model following the COVID outbreak. It was based on sound strategic planning, good operational leadership, communication and management of staff and effective internal systems. As one Senior Manager commented:

"*In response to the pandemic, over the last two years the GCSP has carved out a roadmap for itself that has allowed it to survive, revive, thrive and become a high-functioning virtual centre. For example, when COVID 19 hit, the GCSP had to quickly transform its operating and delivery models to virtual and hybrid. We succeeded in moving our two advanced courses (Leadership in International Security Course (LISC) and European Security Course (ESC)) online within 24 hours.*"

Survey responses support this view as did course participants who were interviewed and who experienced this transition. They also highlighted the quality of the online delivery as well as communication of the transition.

Figure 9: Survey responses on the ability of GCSP to adapt to unexpected changes



The Global Fellowship Initiative and Creative Spark also adapted to COVID 19 with creation of a digital fellowship and a focus on maintaining momentum and through additional support to entrepreneurs in their development of strategies, business plans and establishing and strengthening important relationships.

Effectiveness

Overall GCSP appears to be a highly effective and well regarded organisation that delivers good quality programmes and initiatives and manages change successfully. There is a results based framework in place but it is not yet clear how embedded it is into the culture of the organisation. In general it has a strong focus on gender though there is room for continued

improvement and also more focus on other diversity and inclusion issues. It has an appropriate organisational structure, though the governance model is not seen to be functioning as effectively as it could.

To what degree is GCSP on track to achieve its strategic goals/objectives?

Although GCSP provides an outline of its strategic direction and philosophy this is not captured in a single strategy document. GCSP's strategy for political dialogue is high level and it is unclear what its corporate targets for success are.

GCSP has developed a Result Based Management framework which looks at the chain from inputs to impact. This has been further developed following the recommendation made in the 2018 evaluation.

In learning programmes/interventions where there is no qualification, effectiveness is usually measured through a reasonably standard process. This involves:

a) an assessment (baseline) of knowledge/competencies prior to an event, which itself influences course content

b) surveys undertaken at the conclusion of the training – to get initial reactions on the quality of inputs, learning processes and facilities

c) a follow-up survey normally 3 to 6 months after the training to assess how useful the learning has been and whether it has enhanced individual performance or organisational behaviour.

d) Further selected follow up is then done over time to see what impact this has had on career progression and organisational performance for example. This is normally done qualitatively.

GCSP routinely collects data against targets at stage b) of this process. Data is also captured at the other stages and case studies generated to illustrate what participants have gone on to achieve, though this has only recently been done systematically. At present it is not clear whether 'targets' are set for what level of change is expected at the higher impact levels. It is important to recognise in the education sector this is often considered problematic, as the causal chain between outputs (people completing the course) and impact (the difference their increased knowledge, expanded network etc has on broader changes) is indirect and will be affected by other factors other than just participation in a learning programme. Targets such as 'within 5 years x% of individuals will have been promoted' can be used but it is possible to question their validity.

At present GCSP is meeting and exceeding its target average satisfaction score for its ITC/LISC courses which does suggest that they are meeting the aim of being a centre of excellence for security sector education. A recent survey of alumni also highlighted that 78% of respondents had been promoted within 5 years and there are a number of good 'impact stories' which capture how specific elements of programmes have enhanced participants competencies and how these have been applied for decision making or to address specific organisational challenges. This type of alumni survey provides evidence of performance against strategic goals but also helps in the marketing and promotion of GCSP's work.

From an RBM perspective it would be useful to tighten up some of the reporting approaches. For example it would be helpful if the percentage of survey responses was clearly provided, as those dissatisfied are more likely to not complete post course surveys. Less positive feedback, including responses highlighting possible areas of improvement – which can then be addressed – should also be captured in a more formal 'results' document.

The Global Fellowship Initiative and Creative Spark have some high level objectives such as 'in 2023 the GFI (Global Fellowship Initiative) is recognized as one of the most innovative global platforms for peace and security advancements' and more specific targets such as 'the transformation of over 250 fellows' and 'the incubation and/or acceleration of 6 to 10 projects that have had an impact on peace security'. The evaluation has not seen any definitive documentation as to how and when these indicators will be assessed and reported. It is also difficult to know the proportion of the intervention recipients these targets represent, so what % of fellows are expected to be transformed or what % of projects supported are expected to have an impact. Again these types of indicators can be problematic but they would perhaps ensure there isn't any perception of biased reporting as current indicators could be used to only present positive data.

For diplomatic dialogue, the evaluation team have seen no evidence of results based reporting, though given the nature of the activity a process for doing this may be problematic beyond identifying the number of engagements undertaken.

GCSP is taking the issue of Results Based Management seriously though it is not clear how embedded this thinking is across the staff group and also how important it is seen for individual or organisational participants/recipients. It is important to recognise that in the field of education and learning the concept can be perceived critically, given for some learning is seen as an end in itself and the responsibility for what it leads to should be the learners and not the institutions.

One of GCSPs strategic aims was to increase funding diversification. The perception of this from survey responses and from interviewees, is that this is still challenging. The 2020 annual accounts show in 2019 there were 45 contributions from funders other than the Swiss Government totalling 2,226,427CHF and in 2020 there were 34 totalling 1,856,108CHF. Combined over the two years there were 63 different contributors. At this stage it is hard to know what impact COVID 19 has had and will continue to have on funder contributions.

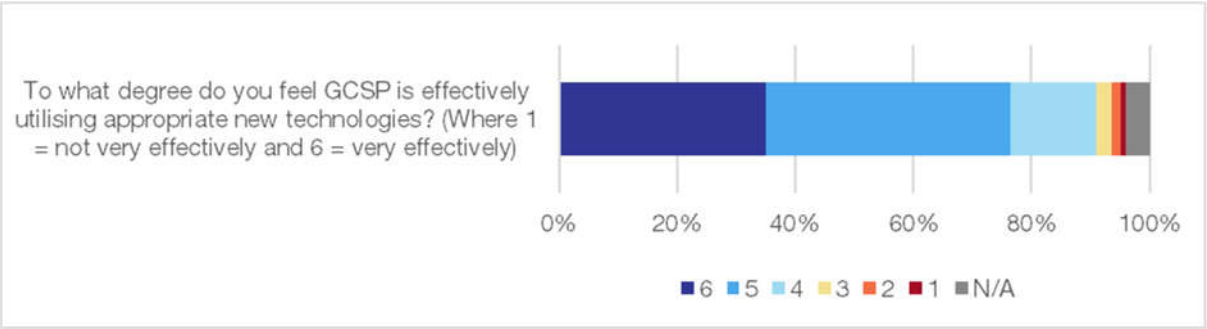
Survey respondents and interviewees also felt that though GCSP has made significant progress and was successful in delivering most of its aims knowledge production appears to have stagnated and there has been limited progress in increasing the level of interaction and engagement with the private sector.

To what degree has GCSP shown it has the capability to manage change?

GCSP has shown an exceptional ability to manage change and this has been appreciated by staff, recipients of programmes and external stakeholders. Having a senior team with both diplomatic and strong management capabilities, including experience from the private sector, is a real strength and is perhaps an area the other centres could learn from. GCSP was able to set up and organise training in virtual methods quickly and efficiently and utilise the skills of less experienced staff to manage the transition to online working effectively.

Survey respondents and interviewees commented on how adaptive GCSP is as an organisation and its relatively small size and cluster structure promotes a culture of innovation and entrepreneurship. As shown in Figure 10 the majority of survey respondents felt that GCSP was effective or very effective at utilising new technology and in interviews staff felt that GCSP had a strong technological platform.

Figure 10: Survey responses on the ability of GCSP to utilise new technology



The clusters and the way executive education is structured also allows it to be responsive to new developments and change content and process aspects of courses quickly. GCSP's wide network means it can bring in new speakers or change facilitated activities more quickly than institutions who rely on salaried staff to deliver their programmes.

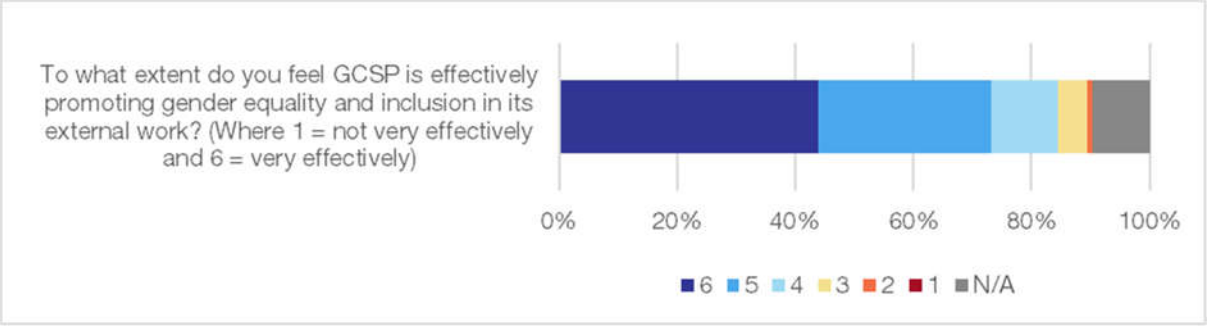
With the new Director signalling an increased focus on diplomatic dialogue this may well lead to some further organisational changes and adaptations as the approach and resource implications are fully developed.

To what extent and in what ways do GCSP promote gender and inclusion?

As shown in GCSP is perceived as relatively strong on Gender both in terms of its own internal staffing and culture as well as in the content and approach within its courses. Well regarded courses and events are delivered on gender such as the 'Inspiring Women Leaders' programme and GCSP hosts the Secretariat of the International Gender Champions (IGC). There is also an active Gender and Inclusive Security cluster. One survey comment highlighted their work in developing women in the security sector:

"*(GCSP's) mentorship programme for women has been effective in developing young female officers of Permanent Missions'*

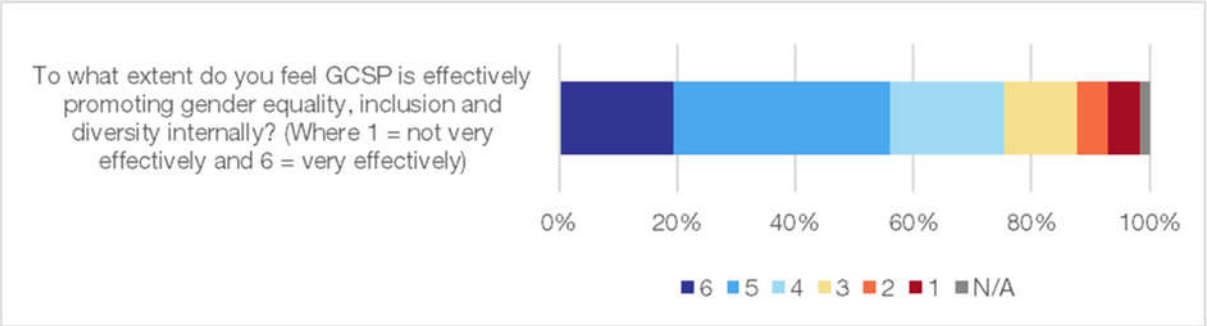
Figure 11: Survey responses on how effectively does GCSP promote gender quality and inclusion in their work?



Senior leadership include women in senior roles and gender is seen as a priority with training in the area available to all staff. Course staff and participants are generally gender balanced and GCSP also has a policy of not participating in male only panels. There is still room for further improvement as security policy is still a male-dominated sector. A number of interviewees/focus group participants felt that GCSP should build on what it currently does and take more of a leadership role in becoming gender transformative.

As figure 12 illustrates GCSP is seen to be less strong on inclusion and diversity.

Figure 12: Survey responses on to what extent do GCSP promote a diverse working culture and how much is that supported by their institutional framework?

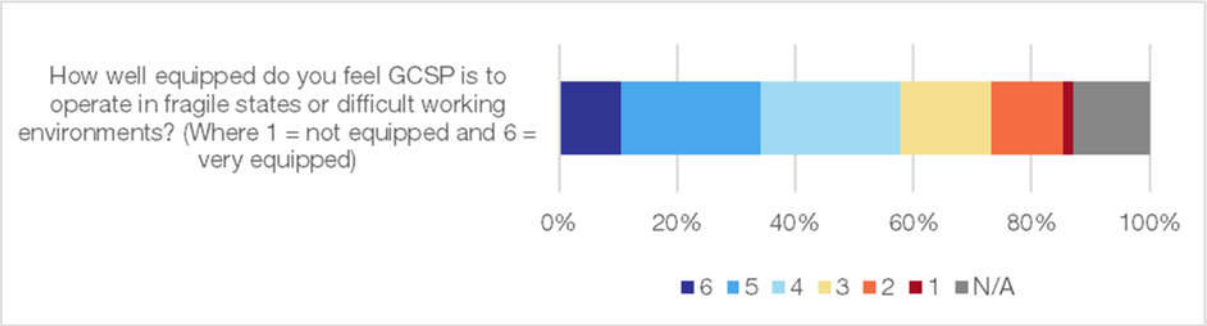


Whilst recognising that employing staff in Geneva from some parts of the world can be challenging, having a staff group that mirrors the representation of course participants would be seen as helpful as would an increased focus on different regions around the world and the impact of conflict and security issues on marginalised groups. The Global Fellowship Programme does try and provide an opportunity for individuals from a range of countries to work with GCSP.

To what degree is GCSP able to provide effective services in difficult environments (e.g. fragile states)?

GCSP does hold courses across the world though it provides most of its services from its Geneva base. However, it does look where possible to provide opportunities for individuals from difficult environments, such as asylum seekers, to participate in activities and come to Geneva where possible, including providing or helping find financial and logistical support.

Figure 13: Survey responses on how well equipped GCSP is to operate in fragile states or difficult working environments.



The move to virtual delivery during the COVID 19 pandemic has also provided opportunities for participants who live in fragile or conflict affected states and are unable to travel/get permits to come to Geneva to attend online courses and leadership programmes. As GCSP further explores how it utilises different delivery modalities this capability will allow, if desired, a more targeted approach to working with more people who live in fragile states.

The area of diplomatic dialogue does provide opportunities to work with those in fragile settings as illustrated by the Syria Transition Challenges Project which has run from 2019 and aims to build common ground between the European, Russian, Turkish and US views on the issues of Reform, Refugees Return and Reconstruction in Syria (3R).

To what degree are users/participants/customers satisfied with the services they receive?

Participants and customers are extremely satisfied with the services they receive as illustrated by Figures 14, 15 and 16. These results were also in line with the views of interviewees and the responses from course satisfaction questionnaires (table 1). These scores were all above target and very high for an organisation of its type.

Figure 14: Survey responses on the satisfaction level of attendees at GCSP events/services

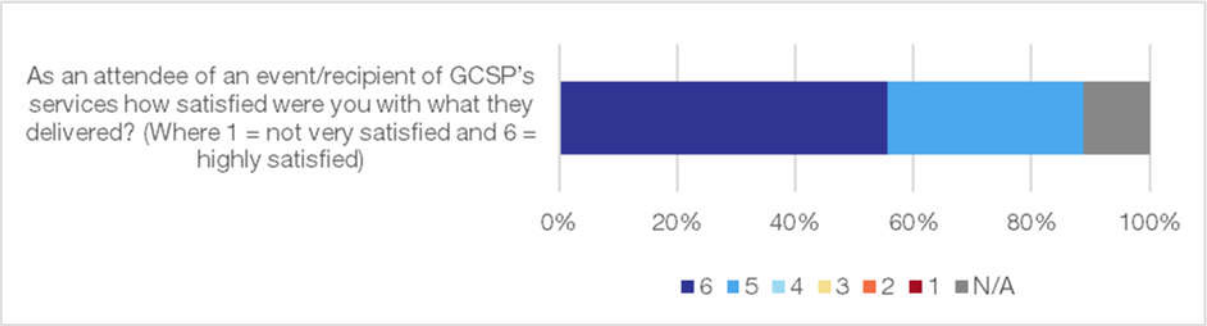


Table : Summary of Feedback Data from Leadership Course (non-percentage scores are out of 6)[1]

Course	Dates	No of Respondents	Relevance	Met Expectations	Improved abilities	Recommend to others
ITC	2013-2014	22	5.56		5.63	5.68
ITC	2014-2015	21	4.80	4.9	95%	90%
LISC	2015-2016	24	4.79	4.71	4.61	100%
LISC	2016-2017	21	4.72	4.62	4.76	100%
LISC	2017-2018	22	4.91	4.82	4.77	100%
LISC	2018-2019	20	4.80	4.74	4.85	100%
LISC	2019-2020	22	4.91	4.95	4.91	100%
LISC	2020-2021	20	4.90	4.85	4.95	100%

[1] the ITC (International Training Course in Security Policy) evolved into the LISC (Leadership in International Security Course) in 2015

Figure 15: Survey responses on donor's view on value for money of GCSP services

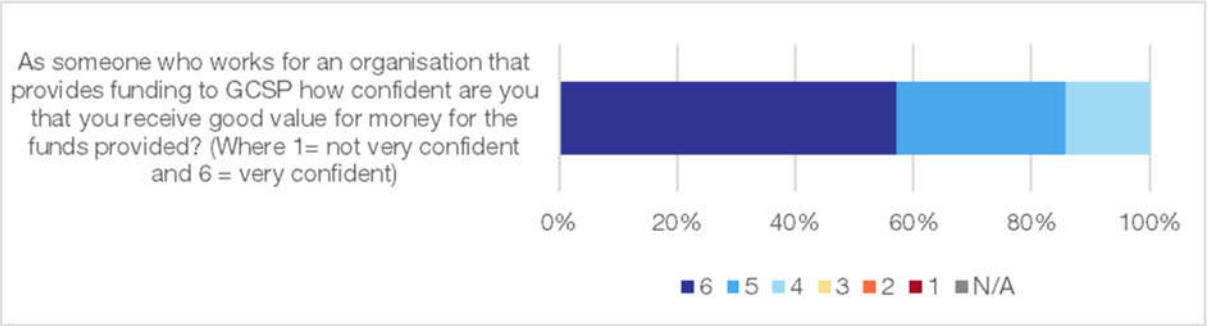
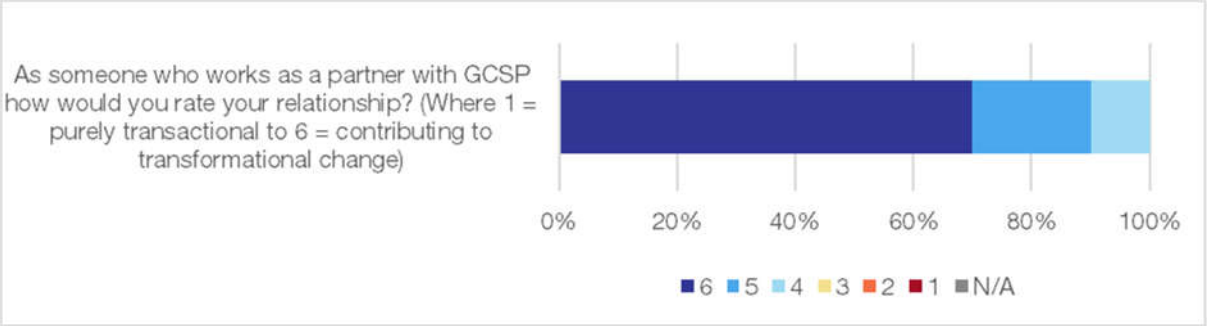


Figure 16: Survey responses on the effectiveness of GCSP as a Partner



Participants who have worked with multiple providers stressed how valuable the GCSP learning process is and how the range of activities and opportunities to engage with others is much stronger than with other institutions. Organisations that had commissioned customised programmes also stressed GCSP's collaborative design process and the experiential and practical focus taken.

All partners and donors who responded to the survey said they would be extremely likely to use GCSP's services again and 77% of course/event attendees also reported this. All of the remaining 23% said they would be likely to work with GCSP again.

An area where GCSP may look to improve is its reporting and communication to funders as perceptions of effective communication were higher for partners than funders.

Figure 17: Survey responses on how effectively does GCSP report and communicate to funders

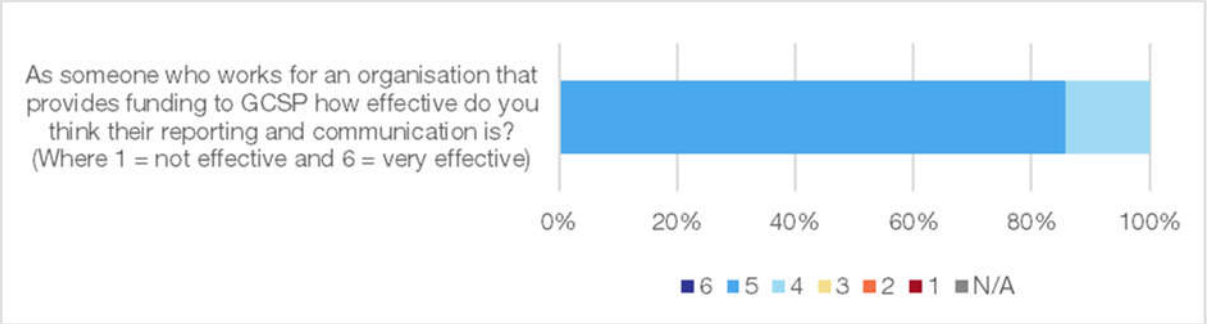
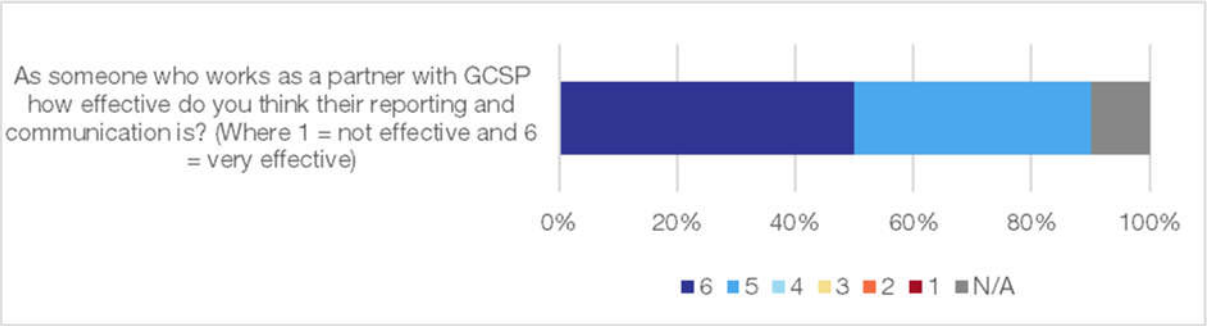


Figure 18: Survey responses on how effectively does GCSP report and communicate with partners.



To what degree does GCSP's governance and management structure support the effective delivery of its mandate?

The GCSP's governing body is the Foundation Council which includes representatives from 53 Member States and the Canton of Geneva. It has fiduciary and strategic oversight of the centre and is administered by a small 5 member Bureau who are mainly Swiss representatives.

The management structure is based on a Director who is a Swiss Ambassador, supported by a Chief of Staff and a senior team made up of the leaders of the impact streams (Executive Education, Diplomatic Dialogue and Global Fellowship Initiative and Creative Spark) plus senior managers from Finance, Digital and Community engagement. The largest grouping of staff are in Executive Education who are organised in small clusters based on technical specialism. At present there are 13 clusters leaders who lead 17 clusters (some lead more than one). The Head of Executive Education is also the Deputy Director.

The effectiveness of the governance and management structure was viewed differently by internal and external survey respondents as shown in Figures 19 and 20. Internal staff were more critical, though it is important to note that overall they were still more positive than negative.

Figure 19: Internal respondents views on the effectiveness of GCSP's governance and management structure

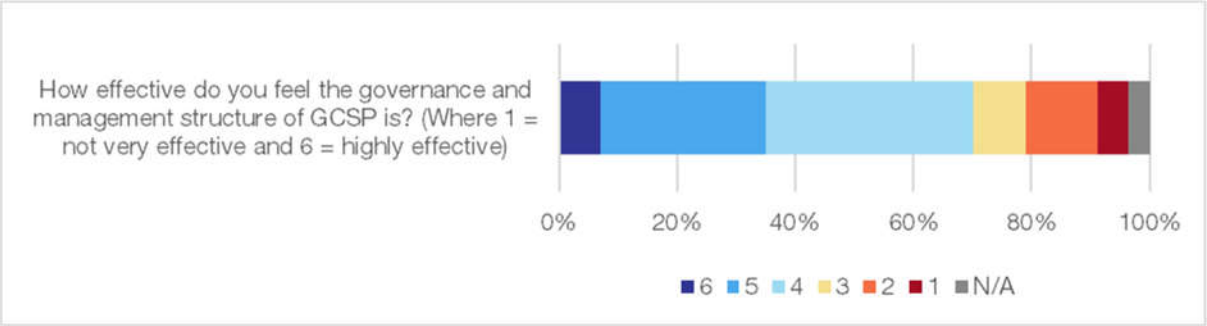
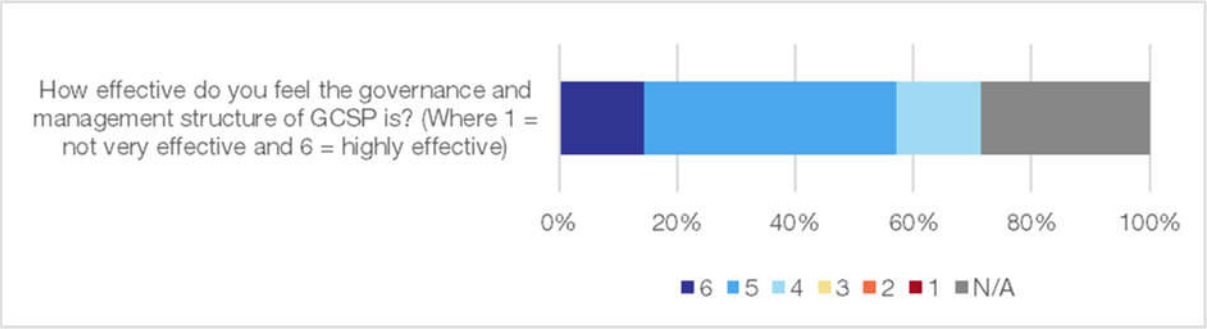


Figure 20: External respondents views on the effectiveness of GCSP's governance and management structure



Areas that internal staff highlighted for improvement were more transparent and inclusive decision making processes, a clearly articulated strategy and clearer processes for coordination across programmes and clusters. There were differing views as whether the management structure was too heavy and cumbersome and whether this might impact on the organisations agility. Having a Deputy Director with an understanding of business and complimentary skills to the Director was seen as a definite advantage though there was concern that the role was becoming overloaded.

From a delivery perspective GCSP's organisational structure seems to be aligned to its mandate as it provides a coherent adaptable model in particular for the delivery of high-level flexible, up-to-date, executive education. Having a strong foundation of staff with education design and delivery expertise and a strong network of external and credible practitioner/experts, allows GCSP to deliver the 'GCSP way' and ensure participants get the opportunities to address current topics in a grounded and experiential way. The structure is 'wide and thin' with a large number of cluster teams focused on particular technical areas. Given these teams are small (often 1 or 2 members of staff) there may be some risk if key individuals were to leave though GCSP's wide network mitigates this.

The Governance structure is seen to have its limitations. In particular the Foundation Council is seen as unwieldy with not all members fully engaged or appointing knowledgeable representatives. The fact that few members provide financial support means that as one interviewee remarked 'they don't have any skin in the game'. This means that the Council doesn't effectively support or hold the Director to account, leading to too much reliance on a small number of members and the bureau. Subunits/committees within the council may be one way of providing an intermediate mechanism to increase engagement and enhance GCSP's performance.

The appointment of the Director is central to both the direction GCSP takes but also its culture and way of working, its links to the Swiss Government, Swiss foreign policy and the centres reputation and credibility with possible external funders.

A number of interviewees and survey respondents highlighted ways they felt the Swiss Government could play a more active role in supporting GCSP, in particular through better promotion and communication of GCSP's role and providing linkages/introductions to other organisations. The link between the alumni hubs and Swiss Embassies has been welcomed and should be further encouraged.

To what degree has GCSP got the relationships it needs in place (such as for funding, technical cooperation, or political support) to work effectively – are there any key gaps that need to be filled?

GCSP has a strong network and in particular has developed strong relationships globally through its alumni as well as through more formal relationships. Some interviewees

questioned whether GCSP had reached out sufficiently to Swiss Government departments and other Swiss organisations based outside of Geneva. The new Director was seen to have stronger links and influence with the Swiss Government than his predecessor and also to wider European institutions and key individuals.

There was a question as to the degree GCSP is engaging sufficiently with new possible donors and the private sector and how it markets its work, though this is seen as improving.

Efficiency

GCSP is seen as efficient with good systems and a strong workforce, operating culture and systems.

To what degree does GCSP have effective financial and information management systems and reporting processes?

From what the evaluation team have seen GCSP seems to have sound and responsive financial and information systems. As mentioned earlier donors and partners are positive about GCSP's reporting and communication which in interviews they regarded as 'light but in general fit for purpose.' Since the last evaluation in 2018 GCSP has been developing its work on Results Based Management though more could be done on outlining and communicating corporate targets and progress towards them.

GCSP is seen as having a relatively strong and well-staffed administrative functions and is seen to be putting more resources into its marketing function which five interviewees mentioned as being a weakness in the past.

It will be important that there is continuity in financial management given the upcoming retirement of the Head of Finance.

To what degree does GCSP have an appropriate mix of core and tied funding to enable to it to be adaptive and responsive as well as deliver planned commitments?

From the 2020 accounts it looks as though approximately 15% of total income is restricted funding from non-Swiss Government funders. It is not completely clear how much of the remaining 85% is restricted funding, though given project funding covers 30% of expenditure it is perhaps reasonable to assume that some Swiss funding is earmarked for a specific purpose. This proportion of unrestricted funding in the experience of the evaluation team is quite high and will allow GCSP to manage it activities flexibly and adapt to changes in the operating environment.

Overall income fell very slightly from 2019 to 2020 from 13.66 million CHF to 13.54 million CHF, and income from non-Swiss funders dropped from 2.72 million CHF to 2.31 million CHF. It is difficult to draw any conclusions from these figures given the likely impact of COVID.

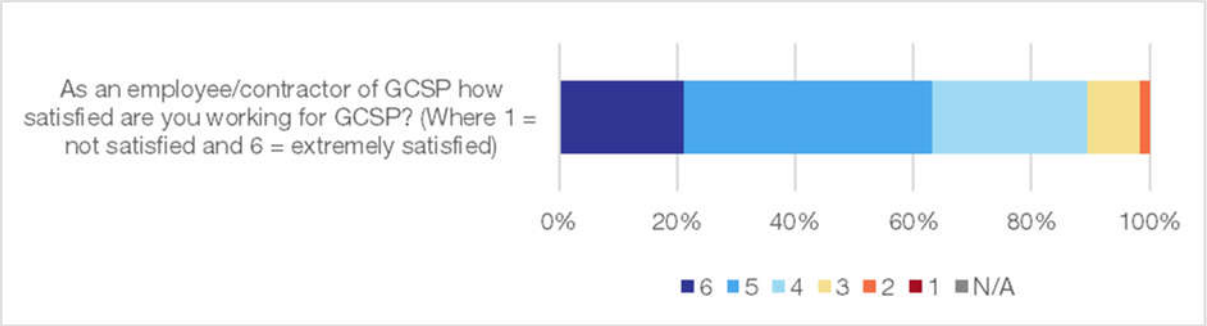
There is a steady diversification of funding streams, though an increase in total income and more funding was thought to be necessary and would help the centre. It is important to recognise that some interviewees stressed the importance of GCSP's Swiss identity and any new sources of funding should not compromise this perceived neutrality and independence. There does seem in particular to be potential to generate more income from customised courses and support, given feedback from current customers, though matched with a concern that GCSP could be trying to deliver too much with its current staff levels.

To what degree are staff in GCSP performing effectively and are satisfied in their work and working environment?

Staff in general are performing effectively and are satisfied in their work and their working environment. GCSP does seem to instil a high degree of loyalty and attachment both from participants and staff even if they move on to other organisations.

Points made by staff in interviews and in survey responses included an appreciation of flexible working, opportunities for learning and growth, the draw of the Maison de la Paix building and the chance to network and work with a diverse group of people. Challenges identified included a concern that salaries were lower than in other organisations in Geneva, a tendency for silo working and a feeling that due to the nature of GCSP's work the impact of their work can feel modest or understated. There was also a sense that though there are examples of staff moving up the ranks, there are limited opportunities for promotion.

Figure 21: Survey responses on employee satisfaction working in GCSP



Sustainability

GCSP doesn't have specific metrics for sustainability but there is continued demand for their services and they are seen as helping support Swiss Foreign Policy aims. GCSP can attract good staff though they may need to monitor retention rates. They do have some diversity of funding and a mix of restricted and unrestricted funding, however there may be questions as to whether, post COVID 19 the levels of funding are on a sustainable trajectory.

How does GCSP define sustainability and to what degree is it on track to meet this definition?

GCSP doesn't have an explicit definition of sustainability though it does clearly outline where it wants to get to based on its mission to connect, facilitate, inspire, analyse and educate.

In terms of demand for GCSP's services that appears to remain strong, the longer leadership programmes (such as LISC) don't struggle to recruit and all interviewees consider GCSP to have a strong reputation as a Centre of Excellence. There is a clear view that GCSP is well positioned to undertake more work in the political dialogue area and external stakeholders highlighted both the relevance of GCSP's work, its expertise and experience and the credibility it gains from, being 'an arm of Swiss Foreign Policy.'

Customised courses seem an avenue which could be pursued to increase income and reach and to engage with a broader range of stakeholders including the private sector. One interviewee mentioned that GCSP should look to get on to framework agreements for learning activities with multilateral and large private sector organisations as that would make it easier from their services to be contracted. The ability to deliver programmes virtually, face-to-face and in blended form was also seen as important in the current education market and GCSP has this capability.

As a knowledge organisation a key element of GCSP's sustainability is being able to attract and retain good staff both those who are employed as well as attract external experts. Figure 22 gives an interesting picture as it suggests that a number of staff would potentially look for new opportunities in the next 18 months and Figure 23 suggests they think there might be some challenges in finding replacements. Staff turnover though should not necessarily be seen as negative as it is important for new ideas to and thinking to come into the organisation, also given its relatively small size there will be limited promotion opportunities, so ambitious staff are likely to move on if they see limited vacancies higher up.

Figure 22: Survey responses on how likely staff are to look to work for another organisation

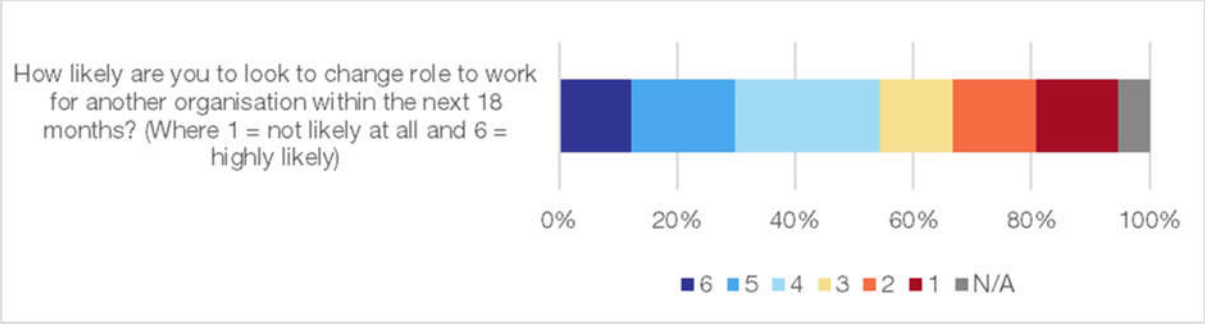
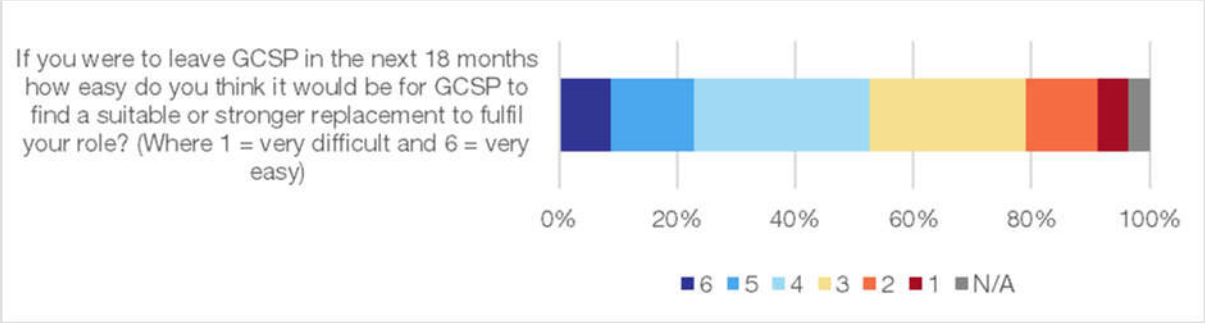


Figure 23: Survey responses on how easy would it be for GCSP to replace staff members



To what degree does GCSP make use and promote "international Geneva" in enhancing and strengthening their cooperation and coordination with other organisations and stakeholders, in particular among themselves and within Maison de la Paix?

Despite the three centres all being located in the Maison de la Paix the three organisations are quite different based on their leadership, culture, structures and mandates. In essence the building is like three (four with the Geneva Graduate Institute) buildings within a building.

In interviews it was clear that most staff felt the recommendation made in the 2018 evaluation to not 'force more coordination or cost sharing' still held true. Coordination and cooperation does happen but is based on when there is mutual need and personal relationships rather than anything more structured. A view shared by some interviewees though was for more interaction and in particular for the three centres to better know who was doing what and working where. This would help identify overlapping areas or partners and potentially generate opportunities for collaboration.

The three centres are clearly seen though as being a significant element of 'International Geneva' and strongly promote and provide examples of Swiss Government soft power.

Conclusions

GCSP is seen as a highly relevant actor in the global security arena and a 'Centre of Excellence' particularly in Executive Education. It's Swiss identity (neutral, impartial and independent) its links to the Swiss Government and its ability to convene underpins this along with its experiential pedagogical approach. GCSP's strength is bringing together diverse groups in a safe, innovative and engaging learning environment supported by a wide range of knowledgeable, up-to-date practitioner experts from relevant security fields.

It has an evolving strategic direction building on its strength in Executive Education, developing its GFI and Creative Spark activities and increasing its engagement in dialogue. **However there is no clear strategy document which brings this together and outlines a set of measurable objectives**. GCSP has developed a Result Based Management approach which is appropriate to its core business, though it is unclear as to how embedded it is in the culture of the organisation. The process for identifying targets/indicators of success at impact and outcome level could also be clarified.

GCSP is highly adaptable as evidenced by the ability to move their education programmes to a virtual delivery model following the COVID outbreak. This was done almost overnight and was based on sound strategic scenario planning anticipating future trends. GCSP has the capability to deliver its activities face-to-face, virtually or using blended approaches, this capability provides options going forward. At present the Maison de la Paix and Geneva is seen as a big draw, even though GCSP does undertake work in other centres. It may be worth considering whether it should develop partnerships with other like-minded institutions, in touch with the GCSP way to expand its reach.

GCSP has shown an exceptional ability to manage change and this has been appreciated by staff and recipients of programmes. **Having a senior team with both diplomatic and strong management capabilities, including experience from the private sector, is a real strength in this area.**

The Governance structure has its limitations. In particular the Foundation Council does not appear to function effectively as the body that provides support and holds the Director to account. Too many Council Members have limited engagement with what GCSP does and are not engaged enough with key issues

GCSP's organisational structure provides a coherent adaptable model in particular for the delivery of high level flexible, up-to-date, Executive Education. This along with its wide network is a core source of its competitive advantage**. There are risks in that technical clusters are small, so technical expertise in some key areas is reliant on one or two individuals.**

GCSP customers and participants seem extremely happy with the services they receive and satisfaction figures for courses are above target and very high for an organisation of its type. GCSP's Swiss 'home' in the Maison de la Paix is seen as a real value add and provides a 'safe' neutral, welcoming and vibrant space for learning, creativity and discussion. Participants who have worked with multiple providers stress how valuable this learning experience is and how the range of activities, learning processes and opportunities to engage with others is much stronger than in other institutions.

It is not clear though that all those who could benefit or be looking for the type of services GCSP provides are aware of them. Funding in particular from new sources has not been rising even though there is evidence diversification and there have been improvements in marketing. There may be an opportunity for GCSP to further develop in this area in particular identifying organisations who might be looking for customised courses. Looking for increased

levels of core funding is also important but it must not be seen to compromise GCSP's Swiss identity and its neutrality and independence.

GCSP is seen as strong on Gender both in terms of its own internal staffing and culture as well as in the content and approach within its courses. But is seen as **weaker on diversity and inclusion.** Taking a regional rather than a technical focus in some of its work might provide a platform to address this. There are some challenges to recruit in Geneva from some countries, however trying wherever possible to build a workforce that mirrors participants would be seen as positive.

Staff in general are performing effectively and are satisfied in their work and their working environment. GCSP seems to instil a high degree of loyalty and attachment both from participants and staff even if they move on to other organisations. GCSP salaries are seen as lower than other comparator organisations in Geneva and this may have an impact on retention. The Alumni Hubs can assist networking and utilise the high level of commitment the organisation generates. There is more that can be done, though, to harness this potential in terms of illustrating GCSP's value and potentially attracting additional funding.

GCSP is closely identified with the Swiss Government, Swiss Foreign Policy and International Geneva. The Maison de la Paix though is not perceived as a single integrated centre. The three centres have quite different leadership, cultures, structures and mandates. Coordination and cooperation should be encouraged, recognising these differences, but at present engagement is based on mutual need and personal relationships rather than a more structured approach to see identifying shared opportunities.

Recommendations

#	CRITERION	CONCLUSION	RECOMMENDATION
1	Relevance	**Strategy:** GCSP is seen as having an evolving but appropriate strategy moving forward but it is not clear to all stakeholders. In particular there are no consolidated objectives and clear mechanism to track progress towards them.	1.1 GCSP to consolidate all of its strategic thinking into one concise strategy document which includes its mission and values (the GCSP way) theory of change, a market analysis and how its activities and impact streams combine to deliver impact. 1.2 GCSP to further consolidate and embed its RBM approach, ensuring it is appropriate for the services it provides and has a learning and improvement focus with assessment processes that more clearly monitor whether it is on track to achieve its objectives.
2	Effectiveness and Sustainability	**Income diversification and partnerships:** Increasing income and income diversification is important for GCSP. It is also not clear whether all those who could utilise GCSP's services are aware of what they can provide.	2.1 GCSP to prioritise the marketing function and to set out a clear marketing strategy including targets for 'brand awareness', income generation and potential partners and/or customers. 2.2 GCSP to further develop its customised course offering; to assess whether there are other partners who share a similar ethos and model who they could work with in other locations; and think through how to utilise the alumni hubs for business development 2.3 GCSP to investigate whether it could accredit its own programmes academically – for example the LISC could lead to its own Masters level programme which used assessment processes more in line with the course philosophy (such as Self-Managed or Action Learning) and aligned to the 'GCSP way'. Given there is an academic opportunity already available GCSP would need to consider whether the benefits outweigh the costs.

3	Effectiveness	**Governance:** The Foundation Council does not appear to function as effectively as it could be and not all members are fully engaged	3.1 GCSP to facilitate a participative review of the Council function. It should focus on what the expectations of membership are; the expected competencies and level of engagement of Member representatives and to also ask Members how they can be more involved 3.2 GCSP to look at the possibility of creating specific sub-committees drawing from the Foundation Council Membership focused on providing support to the Director on specific Governance and technical areas. This approach is favoured over the creation of an Advisory Board. It is recommended that this process is led by GCSP Management working with the Bureau.
4	Effectiveness	**Diversity and Inclusion:** The Centre is strong on gender but could do more to encourage inclusion. It would be helpful if the staff could be more representative of the groups that GCSP works with.	4.1 GCSP to undertake a review of its current staff/expert make-up and to look to see how it might facilitate the employment/engagement of staff from less well-represented groups or different parts of the world 4.2 GCSP to explore how it might do more regionally focused work across its portfolio in particular in areas which have not previously been given much attention. This would allow more reflection of the importance of context to technical issues, highlight potential issues of siloing as well as ensuring the Centre is not perceived as overly Eurocentric.

5	Effectiveness and Sustainability	**Network Development:** GCSP has created alumni hubs which are seen as valuable but have potential to do more in terms of helping spread an understanding of what GCSP does to a broader group. They also provide an opportunity for learning and reflection.	5.1 GCSP to organise events which allow Alumni groups to meet up and reflect on their work, the resources they need to broaden GCSP's influence and support.
6	Efficiency	**IT provision across all three centres:** At present GCSP provides IT support to all three centres. There are different views across the centres as to how successful this arrangement is for them.	6.1 To collectively review the provision of IT services and support provided by GCSP and how effectively the arrangement is working across all three centres and how it might be optimised.

Geneva Centre for Security Sector Governance (DCAF)

Findings

Relevance

Data gathered as part of this evaluation process suggests that DCAF is a highly regarded and appreciated actor on all matters of SSG/R, one that external stakeholders view as uniquely relevant and legitimate in its field.

To what degree does DCAF have a clear strategy/vision, which corresponds to its statutory mandate, donor expectations and operational environment?

Over 80% of the survey respondents deem that DCAF has a clear to very clear strategy/vision (responses in the range of 4-6). Satisfaction rates are even higher (over 90% survey respondents in the 4-6 range) on matters of relevance to DCAF mandate and matters of relevance to forthcoming SSG/R trends (over 90% survey respondents in the 4-6 range).

Figure 24: Survey responses on clarity of DCAF strategy/vision

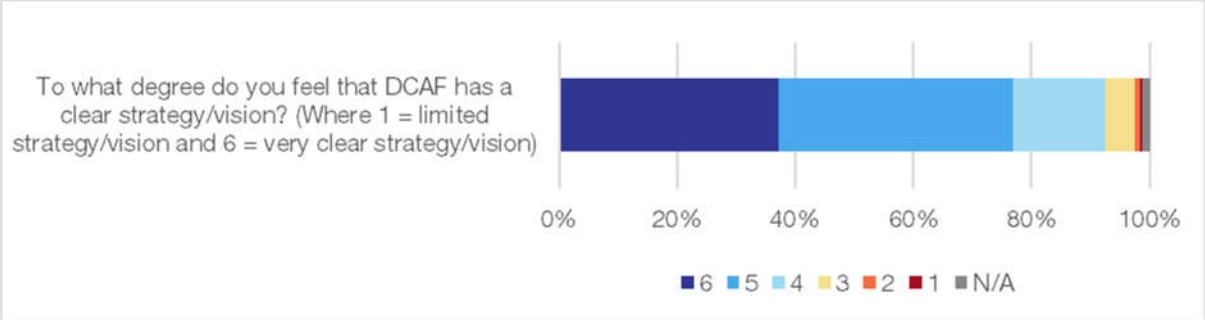
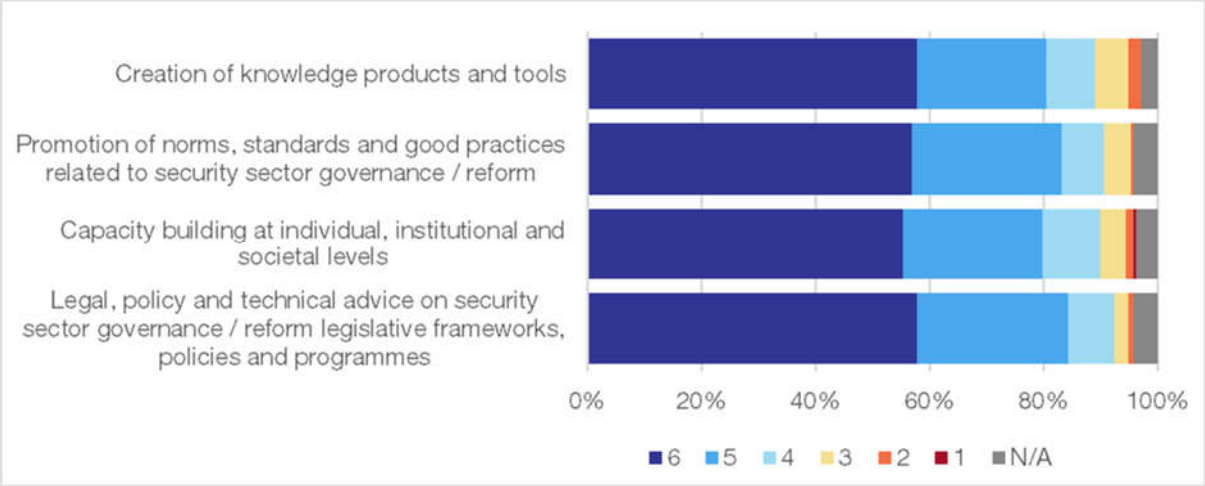


Figure 25: Survey responses on relevance of services DCAF provides to current and future trends in security Policy



(1 = limited relevance and 6 = highly relevant)

The KIIs and FGDs realised as part of the evaluation process provide further evidence that DCAF personnel share a clear sense of the Organisation's unique strategy and vision, in line with its mandate. In both Geneva and in the field, they deem the organisation's unique value builds on i) complementary levels of stakeholder engagement, ii) complementary levels of engagement on substantive matters, iii) complementary forms of engagement through different mechanisms.

- Engaging with all relevant SSG/R stakeholders in a complementary manner:

DCAF's work is best understood as a multilevel stakeholder engagement process on matters of SSG/R. It combines interventions with a broad range of i) national stakeholders at country level, including but not limited to parliament, oversight bodies, civil society (to some extent, see below page 45), media actors, armed actors, intelligence and security personnel, private sector and private security companies, thinktanks and research institutes. DCAF routinely engages with all these actors and has legitimacy in doing so, unlike other SSG/R players who specialise in engaging with civil society or governance actors, but do not possess the broad coverage that DCAF has.

Similarly, at regional and international stakeholders, DCAF has access to ii) major policymakers in key donor capitals and multilateral organisations through its governance structure, as well as iii) strong engagement with multilateral and regional organisations such as the OSCE, the African Union, the EU or the UN.

No other SSG/R organisation has such a broad a complementary scope of engagement and the convening power that comes with it.

- Engaging on all essential SSG/R substantive matters:

DCAF possesses a robust and well-rounded portfolio of expertise on matters of SSG/R, that spans across a broad spectrum of SSG/R thematic areas: may it be working on improving oversight and accountability in the extractive industry, parliamentary oversight, police reform, intelligence reform, Ombuds institutions. This includes a very positively perceived track record working on mainstreaming gender in SSG/R.

- Engaging through complementary funding, operational and policy instruments:

In practice, the organisation engages through a range of bilateral and multi-donor funding instruments. DCAF has pooled funding instruments to work on matters of accountability in the extractive sector in Nigeria, Ghana, Mozambique, Peru, Myanmar and DRC[2], as well as a dedicated Trust Fund for North Africa. Further, the organisation has a highly praised dedicated standby capacity to provide donors and multilateral actors with policy and operational support on matters of SSG/R (International Security Sector Advisory Team, ISSAT). Other forms of engagement may involve policy partnership and convening power on matters of accountability for private security companies (leading to the creation of a stand-alone International Code of Conduct Association for Private Security Service Providers, ICoCA) and provision of policy and research services to multilateral organisations, in particular to the UN Security Sector Reform Unit (SSRU) and the OSCE.

DCAF's policy work and applied research both build on the organisation's practice with a view to capture emerging best practice and share with other actors, as well as implement applied research initiatives to constantly improve the organisation's practice.

To what degree is DCAF's strategy in line with Swiss Foreign Policy objectives?

Both internal and external interviewees highlight the importance of the Swiss government continuous support to DCAF over the past twenty years as a key factor in the organisation's

[2] Security and Human Rights Funding Mechanism

legitimacy and unique value-add in the field. Respondents deem that the Swiss unfaltering support to DCAF has enabled the organisation to:

- Focus on, and invest in, relationships and partnerships in the long-term.

DCAF can afford to focus on substance and relationships. Several interlocutors have spoken to the quality of DCAFs engagement in the Balkans, where a significant number of interlocutors have engaged with the organisation over the years, have moved to different parts of the security sector, and give DCAF unparalleled access across the region.

Similarly, as the COVID pandemic rolled out in 2020-21, DCAF's investment in relationships allowed the organisation to continue and deepen engagement in places where trusted partnerships were already in place, despite all prevailing restrictions. DCAF's investment in relationships has been a key factor in its ability to influence change on matters of SSG/R over the years.

Field-based partners and national DCAF personnel interviewed in this evaluation all speak to the organisation's localisation lens. In comparison to other SSG/R stakeholders, they deem DCAF is very sensitive to matters of national ownership, invests more time and resources in understanding a given problem set as a prelude to intervention, and builds processes and suggestions around needs expressed by the partners.

> *"There is no judgment. They (DCAF) don't impose what they want to do."*
>
> *KII in the field*

Continuous Swiss support and core funding has noticeably allowed the organisation to focus on relevance and effectiveness, over matters of visibility. External interviewees repeatedly commented on how DCAF always manages to be present and feed advice, expertise and elements of language into relevant SSG/R discussions at regional and policy level (including but not limited to the EU and African Regional Organisations), whether or not it gets credit for it.

- Become an organisation that is both international in its reach and Swiss in its values.

Compared to other SSG/R actors, DCAF's "Swissness" is perceived as a key element of success. DCAF benefits from strong perceptions of impartiality and trust derived from technical excellence working in a political space, without being a political entity itself. DCAF is not perceived as a vested organisation that serves political interests, unlike other bilateral or multilateral stakeholders. This is noticeably the case for countries such as Mali, Burkina Faso and Iraq, where DCAF enjoys a unique perception of impartiality in the midst of regional and global players who seek to shape the SSR according to their own strategic interests and preferences.

This allows DCAF to remain engaged in most contexts, including when others need to pull out or abide by restrictions decided upon by other states. The organisation is very much perceived as embodying the principles of the rule of law, multilateralism and neutrality highlighted in the 2020-23 Swiss foreign policy strategy.

To what degree is DCAF's strategy in line with the policy aims of other key identified funders?

DCAF's strategy, to the extent that it places a strong focus on governance reforms as a key condition to transforming a given country's security sector, is very much in line with the policy aims of its western donors. This niche explains the extent to which the organisation has been able to successfully diversify its funding sources[3] without venturing out of its original niche of SSG/R. DCAF's other key identified funders include Canada, the European Union, Germany,

[3] As of 2021, Switzerland's core contribution amounts to about half of DCAF total funding.

the Netherlands and Norway (a multiyear strategic partnership and funding agreement), Sweden (core funding contribution), and the United Kingdom.

To what degree is there evidence that DCAF has been able to adapt its strategy to key changes in its operating environment?

The organisation is now two years + into its new strategy. The evaluation process suggests that a lot of work went into strategy development, deemed as a key process to translate policy into a reform focused agenda, on both policy and programmatic fronts.

The constant adaptation and search for improvement has to a large extent become part of the organisation's DNA,[4] and features prominently in most if not all interviews realised as part of the evaluation process. The Senior Management Team is credited for continuously encouraging staff to keep anticipating new trends and ensuring the organisation remains relevant in its thematic work and approach. Internal and external respondents alike state that DCAF has a much stronger focus on learning than most other organisations they know.

By now DCAF is credited with robust policy research that allows the organisation to i) keep abreast of new trends and developments, ii) draw evidence from the field and feed it back to the community of practice, as well as iii) feed evidence back into programme design. A recent example is the completion of a series of seven case studies on armed forces and conflict prevention in the Sahel region, which will be shared with DCAF's donors and partners, and lend itself to a series of engagements with the broader SSG/R community of practice, including in the field.

To ensure its continued relevance despite operating in a fluid environment, the organisation has embarked into a significant change process over the past five to six years, with a view to build on its policy successes and become an organisation that is more field-focused and spend more resources directly engaging with key constituents in countries where SSG/R is needed. This transition may have laid bare some weaknesses in internal processes, which the organisation sought to address through a robust level of internal reforms (see Efficiency section below).

Feedback gathered through the evaluation process suggests that DCAF sometimes is slow to respond to changes in its operating environment, to the extent that decision-making authority seldomly lays in the field. Several external respondents have pointed out that key decisions and orientations most often need to be referred back to Geneva HQ, which may slow things down and sometimes hinder DCAF's ability to be as agile as required, in otherwise fluid environments.

To what degree is DCAF viewed as a 'Centre of Excellence' with a clear niche/value add compared to other organisations working in its operating environment?

The external stakeholders interviewed as part of the evaluation process suggest that DCAF not only is ***a***, but ***the*** "Centre of Excellence" on matters of SSG/R.

Their consistent feedback is that DCAF stands out as an organisation with a unique breadth and width of engagement on matters of SSG/R. They view DCAF as a unique actor which enjoys high levels of legitimacy in the field, as well as from relevant policy actors at national and multilateral level. ISSAT governing board members routinely turn to the organisation to draft written policy and operational guidance for their own personnel. This includes the UN, which has benefited from DCAF's support in the drafting of the first-ever Secretary General's

[4] A majority of interviewees commented on past examples of the organisation's intrinsic adaptability culture and how it led to major initiatives such as ISSAT (building on consultations with the OECD), the Montreux Document and subsequent ICoCA, the cybersecurity portfolio and so on.

Report on SSR (2019), or the World Bank which has mandated DCAF to lead the development of its first ever policy guidance on "SSR and prevention of violent conflict."

External interviewees credit the organisation with an ability to deliver at consistently high-quality levels on a wide range of complementary aspects of the work, may it be training, policy guidance, operational technical assistance, as well as when it comes to its convening power. Further, interviewees could not identify any other SSG/R organisation that enjoys such high collective access to multilateral stakeholders through their operational, research work and governance structure. This gives DCAF a significant added value in terms of impact, and enables the organisation to shape policy at multilateral and key country policy level, unlike most organisations active in SSG/R.

Respondents attribute DCAF's uniqueness as its ability to deliver the "full value chain of SSR," be relevant in all SSG/R processes, including in places where the organisation has no prior track record.

Donors and external partners interviewed as part of this evaluation process quite simply view DCAF as the only actor able to approach SSG/R in a holistic manner.

Please outline how you think DCAF adds most value given its mandate. Please outline how this compares with other organisations who work in a similar area. Please explain and name comparator organisations if you can.

Other organisations working on matters of SSG/R do not appear to cover as wide a spectrum of SSG/R related activities as DCAF's.

Some are much more specialised in specific parts of the work. This includes organisations with a narrower technical and geographic focus (e.g., Coginta's focus on police reform and community policing in four countries), as well as organisations that mostly specialise in engaging with civil society but not with other relevant groups (e.g., Saferworld, Interpeace, International Alert focus on broader maters of civil society engagement and peacebuilding, which may include SSG/R related components in some countries).

Other SSG/R organisations may include politically mandated bodies with a single country (e.g., dedicated NATO and EU missions in Iraq, MINUSMA) or regional focus (e.g., EUCAP Sahel or the OSCE). Others are bilateral and multilateral organisations that have a global presence, and may have significant SSG/R portfolios at country level (e.g., UNDP and GIZ). While these organisations/missions usually have a strong SSG/R focus, they may not necessarily be SSG/R specialised agencies themselves.

The Folke Bernadotte Academy (FBA) is another significant SSG/R player, with an exclusive focus on matters of peace and security. It is, however, a Swedish government agency, and does not enjoy the independence that DCAF has. Further, SSR is one of seven practice areas for the FBA, as opposed to an exclusive focus.

DCAF is known to all these organisations, and quite often works in partnership with them in the field or a policy level. DCAF and FBA have hence partnered to provide EU actors with technical SSG/R standing capacity in partner countries (the "EU SSG facility"), along with Expertise France. Both FBA and the United Nations Office of Rule of Law and Security Institutions (OROLSI) view DCAF as the most expert institution on SSR matters.

With this in mind, DCAF adds most value in so far as it is uniquely specialised in the full spectrum of SSG/R[5], and can disseminate knowledge more effectively than much larger organisations that work on SSG/R matters:

[5] 19% of the survey respondents indicate that DCAF's technical expertise is the organisation's main value add. See chart below.

- The organisation has a strong focus on knowledge and continuously produces and shares high-quality analysis, practitioner tools (e.g., the Gender and Security Toolkit).

Survey respondents highlighted research and knowledge production as two of the six main areas that DCAF derives most of its value from.[6]

- The organisation is small yet has unparalleled collective access to bilateral and multilateral SSG/R policymakers.

The organisation's governance structure allows DCAF to shape donors' and key multilateral organisations' policies on SSG/R matters.

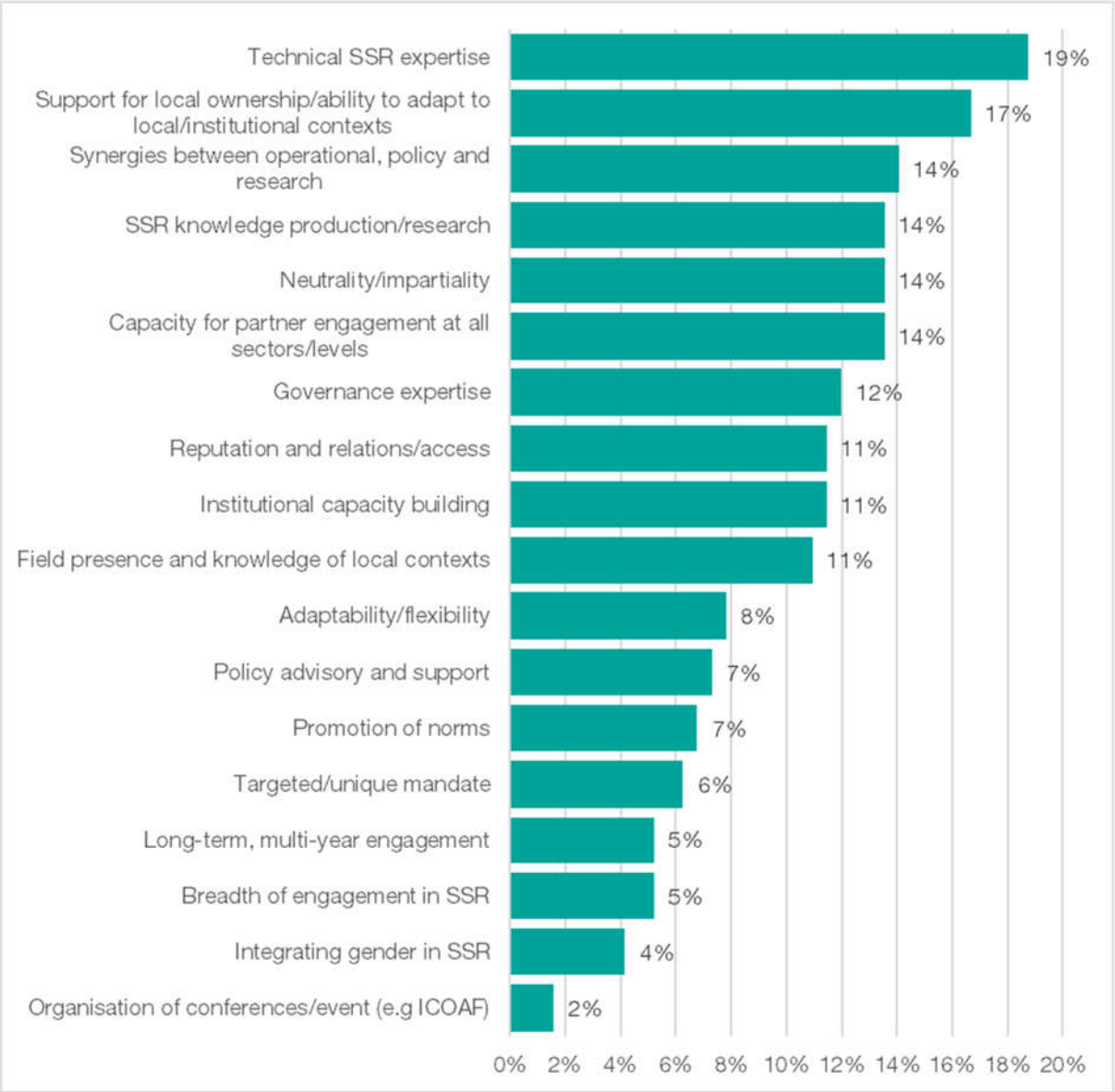
- Further, DCAF is deemed neutral.

Compared to the range of UK and US funded entities usually involved in mostly train and equip programmes, DCAF offers a principled rights-based approach that does not come with conditionality, is deemed less transactional and more mindful of local contexts. On this last point, survey respondents quoted "support for local ownership" and "neutrality/impartiality" as two of the six main ways in which DCAF adds value to its work.

> *"Their (DCAF) position is never political, but normative in a politically charged environment.*
>
> *That's an important distinction, and it gives them credibility with national authorities."*
>
> *KII in the field*

[6] 14% of respondents quoted "synergies between operational, policy and research" and 14% quoted "SSR knowledge production/research". See the chart below for more details.

Figure 26: Survey views on how DCAF adds most value given its mandate



To what degree does DCAF analyse current trends and anticipate future developments including changes in donor expectations or objectives?

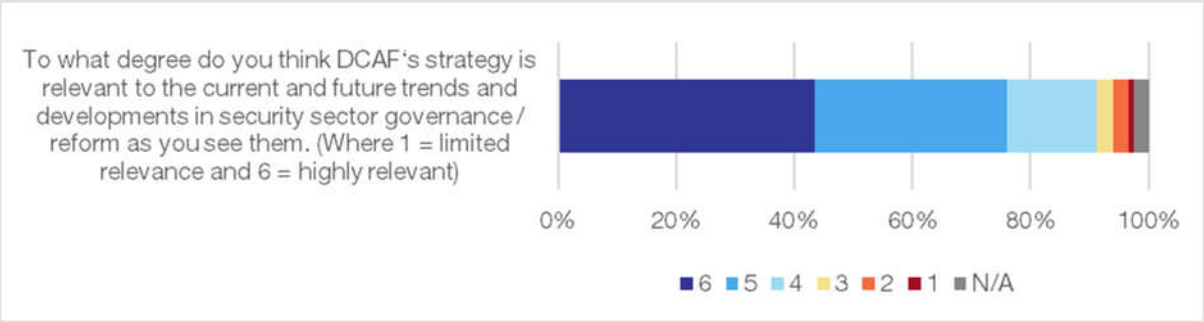
One of DCAF's specificities comes from its close relationship with members of its governing board, whom are routinely referred to as donors, partners or beneficiaries. They expect the organisation to provide them with timely and bespoke analysis, anticipating emerging developments as well as helping them understand the specifics of a given country situation as and when changes take place.

External stakeholders credit DCAF with being very responsive in producing short-term risk analysis and responding to ad hoc requests for information. The credit products for being consistently "strong, fast and well informed."

External KII respondents specifically praised DCAF for being consistently "ahead of the curve". ISSAT was regularly credited for i) being at the forefront of emerging security trends and ii) the quality of its analytical outputs, including its thematic briefings and country mappings.

> *"I cannot think of anything they do which is not relevant, it's often relevant three months later (…) They have great foresight, it's something I have realised time and time again."*
>
> *KII, external respondent*

Figure 27: Survey responses to the relevance of DCAF strategy to future trends



Survey feedback captured in the diagram above indicates that over 90% of respondents deem DCAF is doing very well in anticipating current and future trends, and ensuring it remains relevant in doing so.

How does DCAF analyse current trends and anticipate future trends and developments in their respective areas of activities?

DCAF remains an organisation with a strong focus on learning. DCAF interviewees report that staff are constantly encouraged to share observations and new ideas. As the organisation engages with a broad range of subject matters (e.g., police reform, intelligence oversight, governance of private security companies, gender and security, accountability in the extractive industry) in a range of countries, and in partnership with local, national, regional and international stakeholders, DCAF is credited for continuously having its "fingers on the (SSG/R) pulse."

In addition to the organisational culture, country-specific efforts exist to monitor the context and its risks, for instance in Mali. There was however no indication that a continuous analysis of emerging trends and developments systematically feeds into organisational systems at this stage, to the exception of ISSAT. This may change in 2022-23 as the recently appointed[7] Senior Advisor for Monitoring, Evaluation, Accountability & Learning (MEAL) makes plans for more structures in-house learning (See the effectiveness section below).

Further, the availability of core funding[8] enables DCAF to retain some agility, anticipate new developments and create awareness of emerging issues through dedicated baseline research and data. This flexibility is an important variable in allowing the organisation to anticipate trends and developments in the field of SSG/R.

DCAF and its donors have agreed to earmark dedicated funding for analysis and learning.

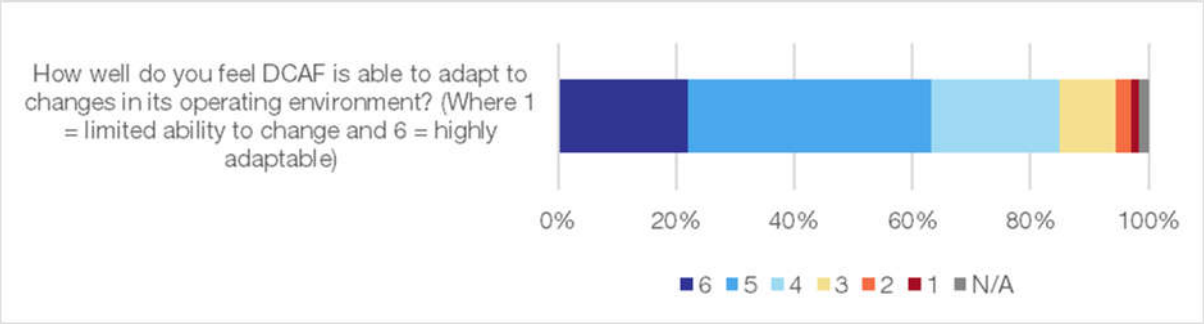
[7] The incumbent joined DCAF less than a year ago, in March 2021.
[8] The majority of DCAF core funding comes from Switzerland and, to a lesser extent, Sweden.

To what degree has DCAF been able to adapt to unexpected changes/new developments in its environment?

DCAF is now operating in an environment where i) the COVID pandemic has translated into a closing down of democratic space in a lot of societies, ii) regional and global rivalries are becoming stronger, and iii) a series of coups in west Africa signals a push away from democratic governance in DCAF's largest area of operation (Sub-Saharan Africa). These combined trends are a challenge to DCAF's model of democratic governance as a key to sustainable SSR.

Survey findings in the table below suggest that DCAF is fast to adapt in the face of unexpected changes. The finding below is mostly based on self-perception by DCAF personnel, staff and consultants alike (150 out of 237 respondents).

Figure 28: Survey responses on the ability of DCAF to adapt to unexpected changes



Most KII respondents rightfully identify adaptation to the new environment as a collective challenge, not just for DCAF. Examples came up through selected interviews of DCAF's adaptive work in selected countries. In one west African country, work with the parliamentary defence commission came to an end in the aftermath of a coup, but work with the Office of the Inspector General of the armed forces kept going (albeit with limited publicity), and a new stream of work started with the national Human Rights Commission. DCAF has made decisions to increase its engagement with media and civil society actors in given environments, in adaptation to recent events.

Similarly, when it comes to Afghanistan, DCAF is about to launch a lessons learned exercise on behalf of ISSAT governing board members to review their engagement in Afghanistan. comparative review of lessons learning processes among its board members.

Are there any additional areas in which you feel DCAF should be working or any additional services/activities that DCAF should be involved in?

Most interviewees deem that DCAF is rightfully focusing on a core mandate of SSG/R, and should seek to consolidate its current portfolio around its present focus. This perspective is shared by internal and external interviewees alike.

This being said, the evaluation team would like to flag three aspects of DCAF's work that may warrant further attention.

- SSR, politics and hybrid Security & Justice providers

DCAF operates in countries of protracted governance crisis and "institutionalised insecurity." These environments abound with non-state and/or hybrid security and justice providers such as Iraq's Popular Mobilization Forces (PMF), Burkina Faso's Volunteers or the Defence of the Homeland (VDP), Libya's armed groups, Myanmar's ethnic armed groups or hybrid actors in Ukraine.

> *"DCAF still is very much in a programme logic. But you cannot do SSR without politics. They have yet to use their knowledge and access to be a more political player and express opinions.*
>
> *They're credible, they're like the International Crisis Group for SSR."*
>
> *External KII feedback*

Several interviews raise the question of whether DCAF should seek to understand these groups sufficiently, *before* possibly formulating policy as to how to engage hybrid security actors in Security Sector Reform processes.

Should DCAF decide or be called upon to help selected donors and partners understand options to work in hybrid environments, then the organisation needs to develop its own internal capacities to engage and better understand some of these security and justice actors in the first place.

- Human-centred SSR and the need of systematic engagement with civil society constituencies across the board

All interviewees share the view that SSR requires thorough engagement with selected civil society constituents to hold state institutions and security services to account and anchor transformative processes in a rights-based approach. This analysis is shared by most DCAF senior interviewees but has yet to translate into systematic adaptation in countries of intervention, to the noticeable exception of DCAF's Security and Human Rights Implementation Mechanism (SHRIM). In selected countries, DCAF has refocused on engaging with selected civil society constituents but changes remain recent. In others, the organisation has yet to fully grasp the potential of broadening its civil society engagement despite initial plans to do so (in Northern Macedonia for instance), or the existence of a range of vibrant and highly mobilised and vocal civil society constituents (as in Lebanon).

- DCAF's work on intelligence reform is niche

Some of the work DCAF does is unique to the organisation. Typically, it is to the evaluation team's knowledge the only organisation that works on matters of intelligence reforms and does so without serving another nation's security interests.

To what degree does DCAF effectively communicate its role and added value to key stakeholders?

To a large extent, DCAF is a prisoner of its own success. The organisation has become a centre of excellence and raised really high expectations, which it now continuously ought to manage (mostly from core donors), in the face of i) competing priorities, ii) a growing programmatic portfolio, iii) a much larger group of stakeholders.

Most external KII respondents have signalled an interest in more regular and proactive communications outlining DCAF's adaptation efforts in the context of a given country or geopolitical trend. These could take the form of concise notes or briefings,[9] feeding into policy decisions in relevant capitals and regional organisations.

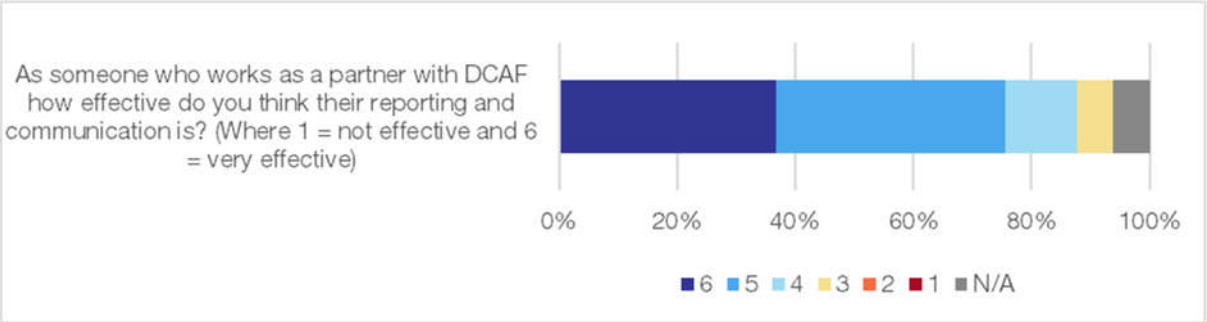
[9] Dedicated interviewees mentioned the existence of ad hoc requests for information, as well as regular donor briefing notes for the SHRIM initiative.

In regard to specifically communicating its added value and adaptation to its Swiss constituents, there may be room for adjustments in communicating with FDFA and DDPS across the board. These groups include interlocutors whose expectations and objectives, while broadly in alignment, may differ on specifics. In the case of DCAF, its core funding is managed by SDC.[10] This set up has resulted in a situation where expectations placed upon DCAF may be more development-oriented (e.g., in regard to RBM frameworks and demonstrating impact) than they are for the other two centres. It is to the interest of all parties that staff at working and policy level communicate more regularly to better understand one another's position, clarify assumptions and approaches, and avoid cases of assumed knowledge.

Lastly, the evaluation team was not able to assess whether DCAF is pursuing dedicated outreach efforts to disseminate knowledge products, beyond the immediate scope of a given project. This can best be assessed from 2022 onwards, as i) pandemic related restrictions are lifted and knowledge sharing efforts can go unabated, and ii) DCAF can assess the performance of its external knowledge sharing efforts through dedicated outcome indicators.[11]

While there may be room for slight improvements on the above, the diagram below shows that external DCAF partners[12] mostly view the organisation's communication and reporting in very positive terms.

Figure 29: Survey responses from partners on effectiveness of DCAF reporting and communication



Effectiveness

To what degree is DCAF on track to achieve its strategic goals/objectives?

As part of a wider process to improve the quality and accountability of its work, DCAF has made conscious and systematic efforts to introduce Results-Based Management (RBM) approaches across its entire portfolio. Efforts were significant and entailed the production of an organisational strategy, regional iterations, a revised RBM framework inclusive of four core objectives broken down into sub-objectives and a set of indicators, as well as annual performance reports since 2016.

DCAF has broadly achieved its objectives in relation to the organisation's two intermediate outcomes: i) directly supporting national actors to effectively implement and support inclusive and participatory SSG/R, as well as ii) enabling international actors to provide effective and coherent support to nationally led SSG/R processes. The organisation has reported against these objectives in dedicated annual performance reports. The absence of dedicated

[10] PHRD manages GCSP's and GICHD's core contributions.
[11] As of February 2022, DCAF is finalising a registry of outcome level performance indicators. More information can be found under the effectiveness section of this report.
[12] The said diagram captures feedback from 51 respondents who self-identified as "partners".

baselines has been identified as an area of improvement for future reporting, despite the inherent difficulty of doing in light of the nature of the activity.

The organisation correctly assessed that its RBM approached required further adjustments. A dedicated senior Monitoring Evaluation Accountability and Learning (MEAL) Adviser was hired in March 2021, to enable the organisation to shift its focus to an outcome rather than output level. This involves a four-pronged process of i) Workplans at the Division level to enhance the quality of monitoring, ii) More systematically using monitoring exercises for management purposes, so that future performance reports allow for timely analysis and decision-making, iii) Amending existing templates and processes to introduce outcome statements and indicators that allow for different project realities, and lend themselves to organisational reporting at outcome level, iv) A shifting focus from attribution to contribution, to the extent possible.

As of February 2022, DCAF has completed a thorough one-year consultative process, culminating in the design of a comprehensive RBM framework for the organisation as a whole.[13] This includes:

- Three Strategic Objectives and seven sub-objectives to capture the programmatic work that DCAF does, backed up by
- Eighteen concrete outcome statements, and
- A registry of corporate indicators at outcome level. At least two indicators have been defined for each corporate outcome. Attention has been paid to the formulation of each indicator, to ensure they can be used across most thematic areas, projects and settings.

All projects can now choose defined corporate outcomes they contribute to, and pick a set of outcome indicators from the registry, allowing DCAF to now measure influence. This is a significant accomplishment and departure from the mostly output level indicators that were listed in DCAF's initial 2020-24 strategy document.

This system will now be piloted in 2022, with a view to roll out outcome-focused monitoring and reporting for the organisation as a whole. Doing so will allow DCAF to i) test its planning assumptions and finetune its list of outcome indicators, including in relation to qualifying attribution of its policy work.[14] Further, the organisation will ii) bring consistency across all Divisions and ensure that all existing tools, templates and processes follow this outcome level focus.

In terms of annual reporting, DCAF is fine tuning its approach and will, for 2021, produce a single external facing annual performance report, in lieu of previously two annual reports.[15] The 2021 report will feature a stronger focus on results but may not yet feature outcome indicators as these have yet to be tested. This will change for 2022.

This organisational effort is complemented by dedicated initiatives at division and project level. This includes a dedicated ISSAT impact study to be renewed every year, so as to assess the extent to which the behaviour of dedicated Governing Board Members may change as a result of the work DCAF is doing.

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[13] The proposed RBM framework is undergoing final validation at SMT level. In addition to three programmatic SOs, a fourth one focuses on "Tailoring the organization to better deliver its mandate," and comes with its own outcome statements and indicators. Dedicated indicator sheets serve to outline a definition and clarify the purpose, means of verification and data collection tools in relation to each proposed indicator.

[14] In parallel, DCAF is drafting a dedicated research and policy strategy, expected to be finalised by June 2022. The said document will guide DCAF's work on Gender and Security, Business and Security, as well as the production of practitioners' tools and policy material.

[15] In 2019 and 2020, an external consultant helped DCAF produce an annual performance report, in addition to the organisation's annual activity report. This has changed with the recruitment of a dedicated Senior MEAL adviser who is streamlining processes for the whole organisation.

To what degree has DCAF shown it has the capability to manage change?

As mentioned earlier on in regard to DCAF's adaptability to a fast-evolving environment, the organisation has continuously displayed the ability to manage change. This applies to both its external as well as internal environment, in terms of change processes (see the efficiency section below).

When doubt has been expressed by individual respondents, it was more a reflection of "not knowing" how DCAF was going *about* managing change, as opposed to suggesting that DCAF was not changing the way it operates.

To what extent and in what ways does DCAF promote gender and inclusion?

All interviewees share the perspective that gender equality is a core principle of DCAF's work, one that is operationalised across the board and enjoys dedicated in-house technical expertise through DCAF's 12-strong Gender and Security team. The said team mostly focuses on i) managing a dedicated gender transformative programmatic portfolio, ii) supporting other DCAF projects (including but not limited to operational work, deliverables and policy initiatives) to mainstream gender in their work, as well as iii) producing gender-specific practitioner guidance material.

How does DCAF work to mainstream gender and inclusion in their work?

The gender workstream is informed by the organisation's own practice and informs the practice of others through the dissemination of knowledge products. External respondents consistently praised the high quality of DCAF's gender operational and policy work.

- Producing practitioner guidance on Gender and SSR

The most comprehensive series of gender and SSR guidance material issued by DCAF is the Gender and SSR Toolkit, a body of guidance material developed in partnership with OSCE ODIHR and UN Women. The said toolkit includes a series of nine modules that not only explain why a gender perspective is essential to SSG/R but also present the readers with a vast comparative perspective of options to address gender biases in the Security & Justice sector. In addition to providing specific examples from national SSR processes, the toolkit provides practical and dedicated guidance for the defence, police, justice, intelligence and border management sectors.

Similarly, DCAF has developed a methodology and data collections tools to assess the extent to which women meaningfully participate to UN Peace operations. The Measuring Opportunities for Women in Peace Operations (MOWIP) Methodology benefited from initial Canadian support for DCAF to carry out a mapping on the topic, funded through the Elsie Initiative in 2019.[16] In the first two months of 2022, DCAF has used the MOWIP assessments to release a series of policy briefs related to "opportunities for women in peacekeeping."

As a result of this combined policy/operational work, DCAF's gender expertise enjoys very high levels of legitimacy and brand recognition among external stakeholders interviewed as part of the evaluation process.

- Implementing gender and SSR initiatives in the field

DCAF has a range of operational initiatives to promote gender and inclusion in the field, implemented either directly by the Gender team, or in support of dedicated operations teams

[16] In 2017, Canada launched the Elsie Initiative for Women in Peace Operations, to try and move from a gender mainstreaming to a transformation gender approach in regard to women's participation in UN Peace operations.

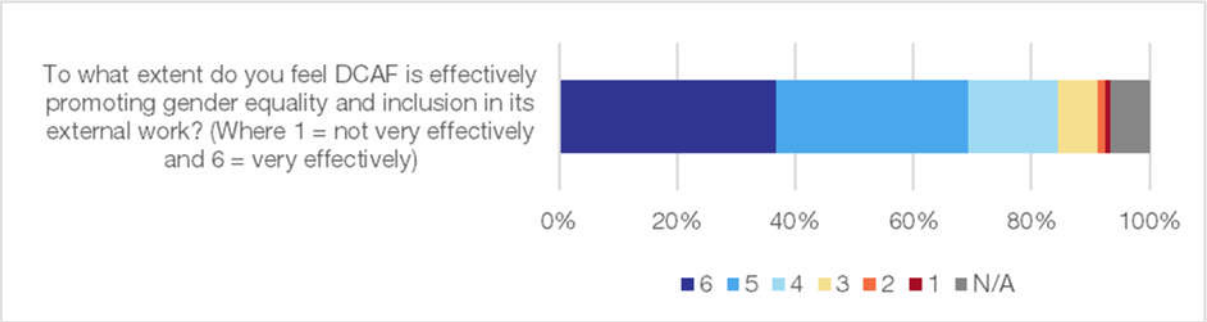
in the field. The most recent initiatives include i) a gender self-assessment of the Ukrainian police, ii) the provision of gender expertise at project design stage for Gambia programming, iii) a comparative initiative focusing on gender, climate change and SSR in Colombia[17], Yemen and Mali.

DCAF's gender interventions usually seek to enable national partners to understand and implement practical approaches to addressing gender disparity and gender biases in relevant Security & Justice institutions. Doing so may require a combination of interventions to raise awareness and frame the issue in the first place. In the case of DCAF's recent support to the gendarmerie in Mali, it features i) basic gender awareness training, inclusive of roleplays, ii) re-assessing policies inclusive of quotas which are not being implemented, iii) conducting gender assessments jointly with the institution.

DCAF's approach to joint data collection together with the institution often serves as a foundational piece for national partners to understand the importance of data and processes, as well as own the issue which they are gathering data on.

DCAF implements a range of gender related initiatives at any given time. In February 2022, as the evaluation takes place, DCAF is dispatching a gender expert to Ethiopia to help the country's federal police academy conduct a gender assessment. Two years ago, DCAF completed a yearlong gender assessment of the Gambia's security services (police, armed forces, navy, drug enforcement agency, prison service, fire service and ministry of justice), as a prelude to ensuring the country's defence act becomes gender mainstreamed.

Figure 30: Survey responses on how effectively does DCAF promote gender quality and inclusion in their work?



To what extent do the RBM frameworks integrate a focus on gender and inclusion, and how is monitoring data used for effective course correction?

As stated above, a new RBM framework was developed in 2021 and is being rolled out across DCAF in 2022. This includes a systematic focus on gender across the board, in the form of i) gender specific outcomes and their set of indicators, as well as ii) dedicated gender specific indicators for each outcome that is not gender specific. The system has been socialised to all relevant DCAF personnel to reflect broad buy-in ahead of its implementation in 2022.

- Providing in-house expertise and support

In addition to policy and operational work, DCAF's Gender and security team also is in the process of developing in-house guidance and toolkits for project design. This effort seeks to enable colleagues to develop a minimal level of practical understand and expertise on how to mainstream gender in their work, at design, implementation and reporting phase. Training DCAF colleagues on existing tools and how to use and apply them is expected to contribute to enhancing the quality of DCAF's work across the board.

[17] Building on a gender self-assessment of the national police of Colombia, which DCAF facilitated in 2021.

To what degree is DCAF able to provide effective services in difficult environments (e.g., fragile states)?

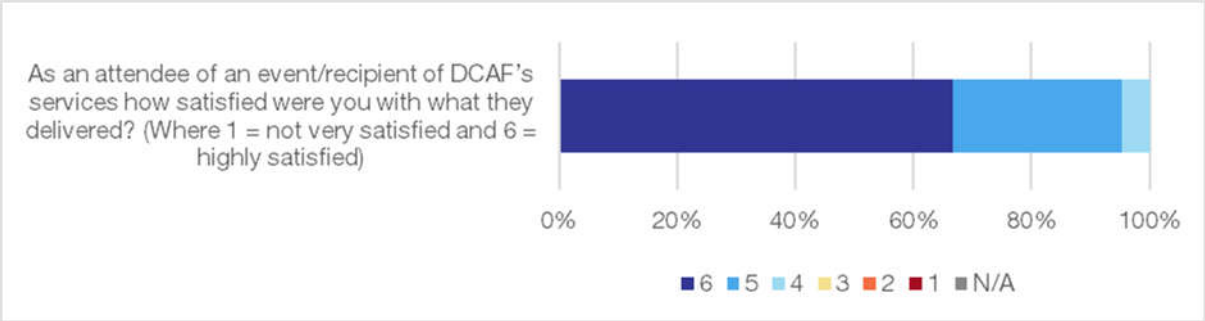
DCAF is able to do so to a large degree. As a matter of fact, a significant part of DCAF work takes places in environments characterized as "fragile", such as Mali, Burkina Faso, Niger, Somalia, Libya, Lebanon, Palestine. Missions undertaken by ISSAT on behalf of Governing Board members similarly tend to take place in fragile environments.

There is no evidence to suggest that DCAF's work in fragile states may be less effective than in other environments. The nature of the intervention may be context-specific and offer different forms of engagement, but external KII respondents praise DCAF as a pragmatic, flexible and adaptable organisation.

To what degree are users/participants/customers satisfied with the services they receive?

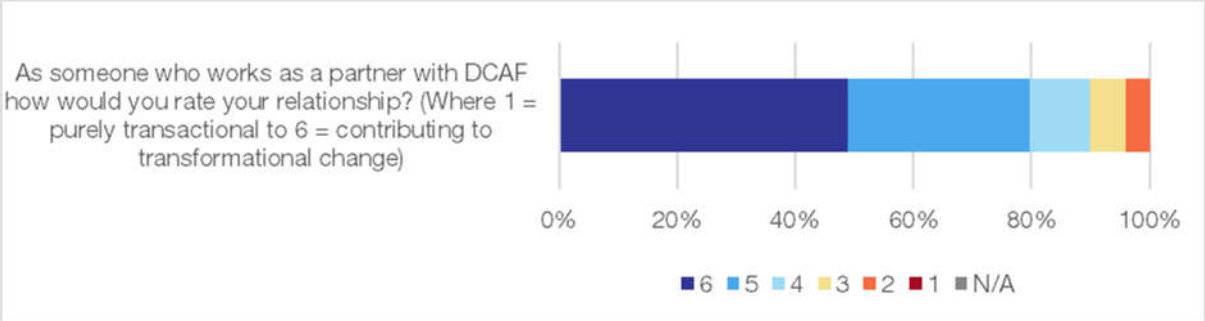
External satisfaction rates with DCAF's work are very high across the board. Event attendees and recipients of DCAF services who took part in the DCAF survey had a unanimous 100% satisfaction rate (see below).

Figure 31: Survey responses on the satisfaction level of attendees at DCAF events/services



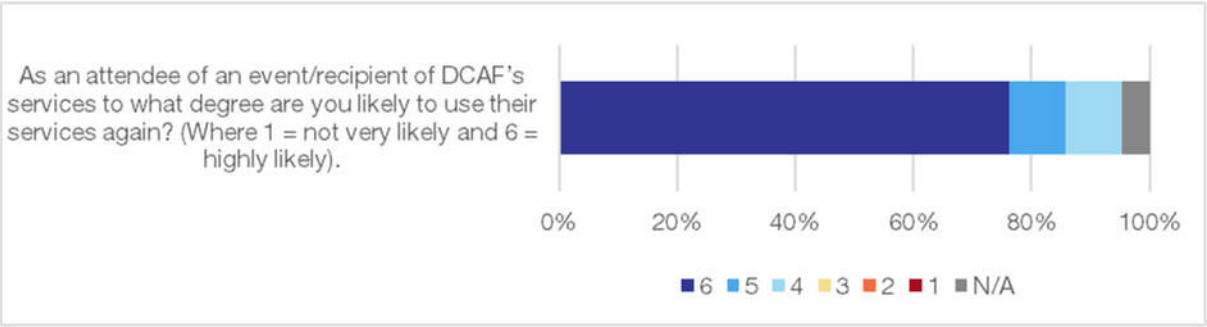
Further, about 50% deemed that their work with DCAF in the field "contribute(d) to transformational change."

Figure 32: Survey responses on the effectiveness of DCAF as a Partner



External users and partners interviewed as part of the evaluation process do view DCAF as a centre of excellence, and either have plans, or very much would like, to work with the centre again. This is backed by relevant survey findings below.

Figure 33: Survey responses on the likelihood of attendees of DCAF events or recipients of services of using DCAF services again



In the case of ISSAT, where users and customers are governing board members, interviewees similarly reported very high satisfaction rates, praising them for being consistently "responsive and hard working."

Echoing survey findings, users and customers interviewed as part of this evaluation process report high satisfaction rates with DCAF's services for the following reasons:

- DCAF is perceived as a centre of excellence

Their subject matter knowledge is extremely high and DCAF personnel come across as highly skilled professionals.

- DCAF is neutral and independent.

In politically charged contexts, users report they are more comfortable engaging with a "Swiss partner" on matters of SSR, rather than partners they deem have ulterior motives, may it be UK/US or UN partners. In the case of Iraq, one respondent specifically mentioned that DCAF may be the only organisation able to engage with the Popular Mobilization Forces (PMF), something simply out of reach for other types of SSG/R actors.

- In several instances, ISSAT support is what has triggered further collaboration.[18]

The availability of different operational modalities "under one roof" appears as a clear organisational strength for DCAF.

To what degree does DCAF's governance and management structure support the effective delivery of its mandate?

Are the governance structures operating in a sufficiently independent manner?

DCAF governance structure may be one of the two areas where slight adjustments can be made, and only slightly more than 60% of all (internal and external) respondents deem it effective.

[18] Two external interviewees recounted how i) SSR advisors operating under an EU, NATO or UN or bilateral mandate, recommended DCAF engagement based on prior dealings they have had with ISSAT, as well as ii) how seminal mapping and assessment work conducted by ISSAT led to further engagement through dedicated programming with DCAF operations teams.

Figure 34: Internal respondents views on the effectiveness of DCAF's governance and management structure

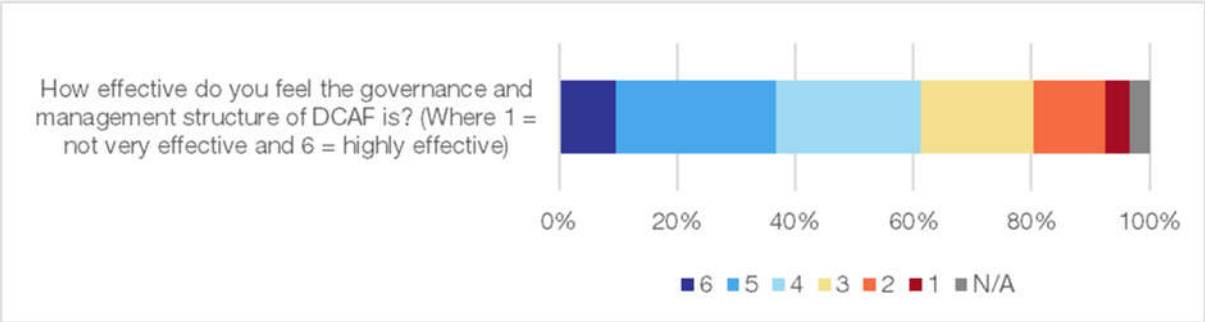
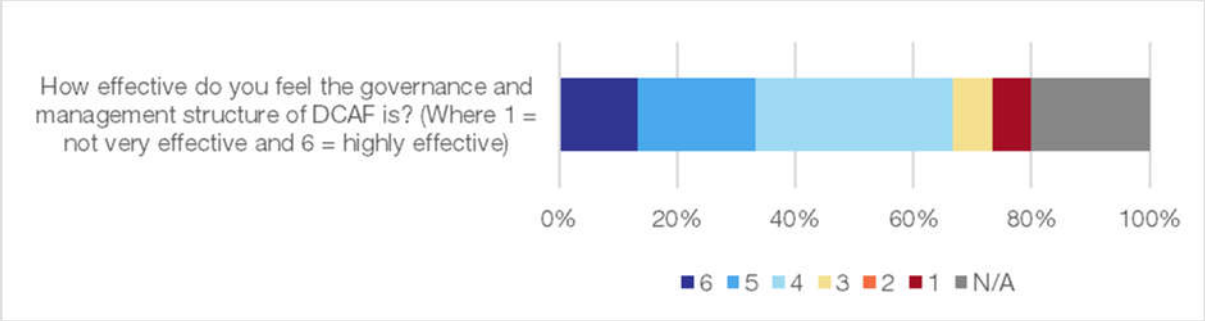


Figure 35: External respondents views on the effectiveness of DCAF's governance and management structure



KII respondents' feedback suggests DCAF remains perceived as one organisation with two governance structures. DCAF has a formal Foundation Council which meets twice a year, often at Ambassadors' level. A smaller Bureau gathers seven members who meet four times a year, in addition to the two large-scale Foundation Council meetings.

The group of bilateral and multilateral partners that ISSAT supports is known as its "Governing Board". This body convenes like-minded international partners to jointly discuss opportunities, trends, challenges and lessons in how they provide support, as well as encourage joint engagement. Within this group, there is a separate "core group" of members who contribute to the ISSAT pooled fund and perform a steering function.

While ISSAT Governing Board and Governing Board Members (GBMs) may not be a governance structure properly speaking, that distinction is lost on many external respondents and confusion remains. The justification of a perceived dual structure for what is a single organisation remains unclear to most external interviewees.

Some deem that ISSAT board meetings happen too frequently and may be a bit of a burden for busy GBMs. Others argue that the focus of selected ISSAT board meetings (e.g., on UN SSR policies) does not meet the requirements of what is expected of a governance structure. Rather, some of the board meetings are more along the lines of sessions at the working level. This being said, country representatives at the ISSAT governing body are mostly technical people at working level, who are not present at DCAF Foundation Council level and wish to remain involved in, and consulted on, the work.

There is room to clarify DCAF's existing governance structure, and mainstream it to the effect that the following principles are met:

1. A single governance structure applies to the organisation as a whole.
2. The existing Foundation Council can grow to ensure DCAF retains a culture of inclusivity and diversity, as well as political access to a growing number of partner countries and institutions as may be desirable.

3. A dynamic Bureau serves to mainstream communications with an otherwise large Foundation council. Selected external interviewees deemed that GICHD's Bureau is very fit for purpose and might provide for relevant lessons to DCAF.
4. Representation at Foundation Council level would gain from being systematized to both political *and* working level, to the extent possible.
5. The existing ISSAT "Governing Board" currently serves an important function for ISSAT and its key donors and partners. It may be desirable for form to follow function, and change the name to "Steering committee". The latter label avoids confusion. It also brings internal coherence, in line with existing practice on another two DCAF multi-donor initiatives, namely the Trust Fund for North Africa (TFNA) and Security and Human Rights Implementation Mechanism (SHRIM).[19]
6. The Swiss voice does not get lost in the crowd: DCAF has been remarkably successful in building upon a privileged rapport with a range of stakeholders within the Swiss government. Cultivating this special relationship and specificity will serve the Centre's strategic interests (in terms of political access and funding stability and flexibility) as well as Switzerland's, in terms of capitalising on DCAF's reputation of excellence and nurturing an even stronger "international Geneva" in the foreseeable future.

Are management and leadership functions effective and responsive?

Management and leadership functions are extremely responsive at DCAF, in the following ways:

- DCAF has an extremely consultative internal culture.

Consultations are encouraged and all levels of the organisations, at both horizontal level (within a peer group), as well as between junior and level staff.

- Management is responsive to staff feedback and concerns.

Ongoing processes started in 2021 to invite junior colleagues to share their needs and aspirations. Concerns over salary scale were clarified through a transparent process of benchmarking across the organisation, and salary distortions will be corrected by 2024, across the organisation.[20]

> *"There is no sense of rigidity in decision-making processes.*
>
> *To the contrary, there is constant re-calibration, everything can always be re-discussed if significant changes happen in the operating environment.*
>
> *It can be exhausting, but it's also a strength."*
>
> *KII Internal respondent*

- 2021 was declared the year of knowledge management at DCAF, to incentivize staff collaboration and exchange across division and project boundaries.

The initiative includes awards for "active sharers", as well as including knowledge management objectives in all staff performance evaluation processes.

- Considerable work has taken place to un-silo the organisation and work effectively as "one DCAF".

DCAF has spared no effort to harmonize processes and eliminate internal disparities over the past five years, and the organisation is by all accounts much more cohesive and integrated than it was a few years ago.

[19] Each of these mechanisms has a dedicated steering committee that serves a purpose similar to that of ISSAT's current board, albeit at a small scale.
[20] By the end of 2024, DCAF will have allocated a cumulated CHF 2 million to the issue, mostly to increase lower salary bands. See details about the "*stepping forward project"* infra on page 23.

For the next stage of DCAF growth, respondents' feedback outlines one area of possible adjustment to pursue ongoing efforts and reach enhanced effectiveness. Pushing down a critical mass of management decisions and oversight for management processes to the level of the Head of Resources Department[21] would free up DCAF's Director's time. This in return will allow DCAF to make full use of the Director's unique skillset in negotiating political access, multistakeholder buy-in and financial support for the organisation.

To what degree has DCAF got the relationships it needs in place (such as for funding, technical cooperation, or political support) to work effectively – are there any key gaps that need to be filled?

Respondents' feedback suggests that DCAF has everything it needs to work effectively. All the fundamentals appear to be in place, so it rather is a matter for DCAF to decide what to focus on, to then see how best to maximize the right relationships, within the resources at its disposal.

DCAF has become a uniquely positioned actor, which can tap into complementary levels of relationships to master support for SSG/R in a range of countries. The organisation has a strong brand recognition and a strong convening power that build on:

- Unique access to policymakers able to commit political leverage and influence fundraising decisions in Switzerland and other countries through its Foundation council, the ISSAT facility, a dedicated strategic partnership with the SSR Unit at the United Nations' Office of Rule of Law and Security Institutions (OROLSI)[22] and a privileged relationship with the EU (through the EU SSG Facility).[23]
- A perception of excellence, neutrality and unvested interest in the pursuit of a mission that is often politically charged, and where most other actors are perceived as biased.
- Very strong networks with relevant stakeholders in countries of intervention through its Foundation council, as well as in-country presence.
- The right mix of complementary diplomatic, managerial, technical and process skills and capabilities within its cadres.
- The financial support and conceptual buy-in of a country famous for its impartiality, discretion and strong tradition of pursuing peace as part of its diplomatic practice, Switzerland.

To what degree has DCAF got the internal capability to develop and sustain new relationships?

Based on respondents' feedback, it is the evaluation team's perspective that DCAF's ability to develop and sustain new relationships is not a function of its internal capabilities but one of making choices and setting priorities.

[21] DCAF has a unique status as a Swiss foundation. Most documents require either the Director's signature, or signature by two SMT members. This requirement will need to be factored in to ensure the Resource Director has a co-signing peer available at most times.

[22] The latter has recently been renewed for a further four years. It entails two main areas of work to i) develop policy and practical guidance on SSR as well as ii) provide field support to UN staff in the field and in peace missions.

[23] The EU SSG Facility has recently been renewed for a further three years. It bolsters the EU's support to partner countries' security sector governance and reform processes, providing flexible and effective expertise to address emerging needs, analyse gaps, support strategic policy planning, and coordination of dialogue on SSG/R.

By no means does it imply a lack of decisiveness on the part of DCAF. Rather, the organisation has opportunities all around and may need to decide what is strategic enough to warrant its attention and focus for the forthcoming period.

A simple example may provide a powerful illustration. A country like Iraq has SSG/R needs that exceed the capabilities of any single organisation. Should DCAF assess that, in collaboration with existing SSG/R external actors such as UNDP and the relevant UN, NATO and EU missions, it has a unique niche to engage with the PMF on matters of SSG/R, then the organisation already has the right entry points to develop relevant relationships.

Efficiency

To what degree does DCAF have effective financial and information management systems and reporting processes?

Interviews realised as part of this evaluation process paint the picture of a fast-growing organisation. For the first sixteen years of its existence, DCAF was instrumental in creating a new reality, a prevailing discourse on SSR, and making the need for SSG/R widely accepted evidence among policy circles. Then came a period of institution-wide management changes from 2017 onwards, to bring coherence to the organisation, efficiency to how it operates, and increased effectiveness in its work.

This second phase has seen DCAF embrace recommendations made in the 2018 evaluation, and undertake a vast amount of internal change to act on all recommendations. A sense of "process and consultation fatigue" was palpable through most interviews.

Financial and information systems have been amply developed in the 2017-2021 period

Human resources and Finance functions have been significantly invested in, with the arrival of a cadre of seasoned management professionals possessing both private sector and non-for-profit experience. HR related internal reforms have sought to identify and address compliance gaps such as i) the adoption of a Code of Ethics, ii) collaborative work on defining the organisation's values and behaviours across the board, iii) reviewing and renewing as needed pension, insurance and other contracts with a view to increase efficiencies, iv) putting DCAF in compliance with legal requirements in terms of time tracking, v) introducing a policy on conflicts of interest.

In support of these undertakings, the DCAF resource team holds:

- finance reviews every quarter (three quarterly monitoring rounds and one annual review) and is rolling out a new digitalized payment system to gain efficiencies.
- Monthly two-hour reviews with senior managers from other Divisions, to ensure the resource function remains in line with expressed needs and priorities across the board.

Security management has similarly benefitted from strong organisational focus in the form of training, communications equipment, and the development of adequate processes.

How effective is DCAF's Results Based Management system and how credible/useful are the results produced?

The revised RBM framework has just been submitted for validation to DCAF SMT, and it is too early to assess how useful results may be. This being said, the said framework has been developed to bring coherence to project design and reporting across all thematic areas and Divisions. It is, in itself, a marked improvement compared to the RBM approach displayed in the 2019-24 strategy document.

Management culture is very supportive, but the organisation is biased towards viewing policies as a systematic answer to most questions

All interviews and Focus Group Discussions with DCAF personnel point towards a benevolent management culture that genuinely seeks to support individuals and promotes a collaborative "win-win" approach to problem-solving.

However, because the nature of DCAF's work is to help clients create policies and set up processes to bring about change, change management at DCAF has resulted in a critical mass of consultation, coordination and feedback processes which most interviewees do not perceive as efficient.

As a result, a number of internal and some external respondents perceive the organisation at risk of "bureaucratization" and becoming slow in turning decisions into action.

To what degree does DCAF have an appropriate mix of core and tied funding to enable it to be adaptive and responsive as well as deliver planned commitments?

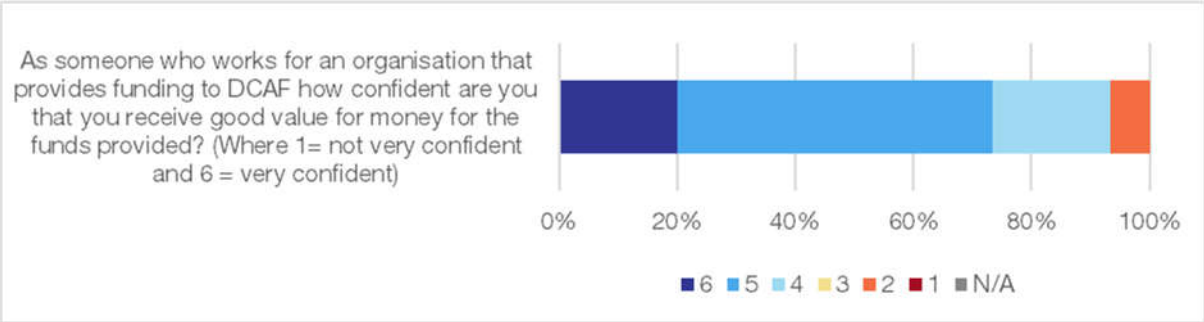
DCAF has been remarkably successful in diversifying its funding sources, and engaging with a range of other donor countries through its governance structure. As a result, the organisation already exceeds target values as per the current dispatch.

Switzerland allocates 45% of DCAF's budget requirements in the form of core funding. This is a key specificity of Switzerland's support to the organisation and must be maintained as it rightfully enables DCAF to avail itself of a unique amount of internal flexibility as well as seed funding for innovation and emerging trends.

Seven other donors have contributions in excess of half a million CHF per year to the organisation as of 2021. This includes donors who have signed multiyear strategic partnerships and funding agreements with the organisation (Netherlands and Norway), a donor that only contributes core funding (Sweden), as well as others who provide significant project funding (Canada, the EU, Germany and the UK).

This situation places DCAF in a strong position, and the organisation is in the process of negotiating further core funding from new donors, at the time of writing.

Figure 36: Survey responses on donor's view on value for money of DCAF services



To what degree are staff in DCAF performing effectively and are satisfied in their work and working environment?

DCAF has approached human resources management in the same way it approaches most problem sets, seeking to generate data to substantiate its problem analysis, as a prelude to crafting tailored-made solutions. The incumbent team hence crafted an HR dashboard and Key Performance Indicators (KPIs) to capture ongoing change processes and qualify/quantify results. The said dashboard includes data assessing staff satisfaction as one of the said KPIs.

These tools are used for monitoring purposes, and translate into follow up and dialogue initiatives as and when the need arises.

DCAF has rolled out a comprehensive set of change processes to ensure staff effectiveness

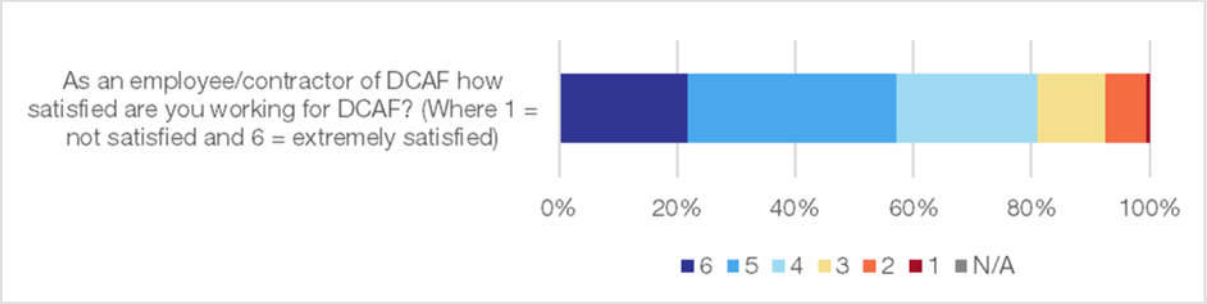
This included (but was not limited to):

- Systematising and enhancing the quality of the recruitment process to reduce recruiter's bias;[24]
- Changes in the performance management process, including an assessment of the incumbent's knowledge sharing performance.
- Equipping managers for success: DCAF has within its own ranks a number of technical specialists who may or may not have the requisite management and soft skills to manage others effectively and grow into senior management roles. DCAF HR team set up a manager's forum to promote ongoing learning and exchange among peers, across divisions and functional lines.
- DCAF will next roll out a process of subsidiarity, to empower some of its more junior managers to make decisions at their level to the extent possible, and hence reduce bottlenecks at SMT level.

DCAF has rolled out change processes to enhance staff satisfaction across the board

150 DCAF respondents reported high levels of job satisfaction at the survey stage, as captured below. They deem the work "fulfilling" and respondents value working with "committed and capable colleagues." Staff generally felt their opinion was valued, and many deemed that their managers worked constructively to encourage and empower staff in their roles.

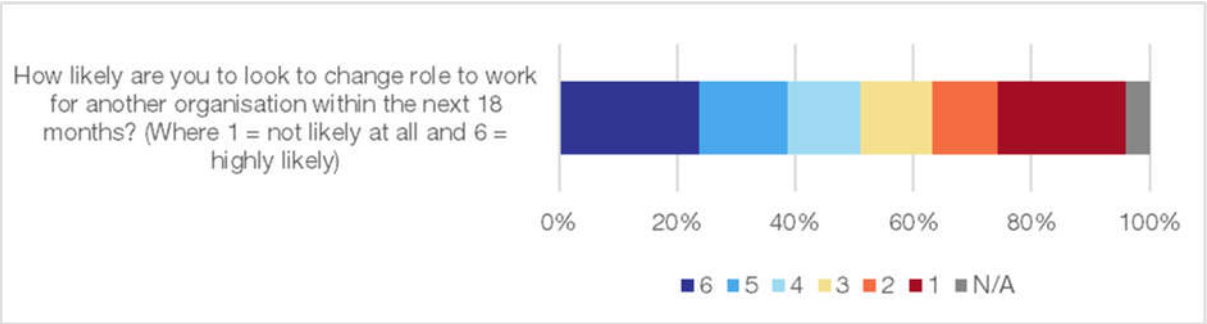
Figure 37: Survey responses on employee satisfaction working in DCAF



However, strong discontent over matters of vertical mobility and low pay at junior level are the two main reasons why about half the DCAF personnel surveyed as part of this evaluation may considering leaving the organisation within a short timeframe.

Figure 38: Survey responses on how likely staff are to look to work for another organisation

[24] DCAF has developed a thorough recruitment process that includes no less than two written tests, one to assess the applicant's technical and substantive capabilities, and one AI based personality test . For senior positions, a third test has been introduced to ascertain the candidate's emotional intelligence. DCAF HR personnel systematically debrief unsuccessful candidates on this emotional intelligence test, as part of a concerted effort to improve the candidate's experience.



DCAF respondents interviewed during this evaluation acknowledged the challenges the organisation faces, in relation to staff career aspirations. Vertical mobility remains a challenge in an environment where i) junior personnel and younger generations may aspire to rapid progression and opportunities, ii) senior roles are limited in numbers and occupied by individuals with significant field experience or substantive knowledge, and iii) the organisation does not currently have the field footprint for the resources to ensure field rotation for those willing to gain precious field exposure.

DCAF is attuned to the challenge and recently launched an internal initiative, the "*stepping forward project"* to attract and retain the best internal and external talent by addressing anomalies within the compensation and benefits offered to its employees. This has included efforts to i) provide internal candidates with more opportunities for professional development, ii) benchmark salary brackets for all functions across the organisation,[25] iii) ensure transparency on conditions for moving from one functional band to the next, and iv) systematic exit interviews for all personnel leaving the organisation. The initiative is too recent for its results to be assessed.

DCAF has made gender equality a reality, including at senior management level

A key consideration for the HR dashboard was to precisely look at gender. As of 2022, more than 50% of DCAF senior managers across the organisation are women. Further, DCAF meets or exceeds all criteria laid out in the gender pay audit that is a mandatory requirement in Switzerland.

Sustainability

The organisation is still young but, at this stage of its growth, benefits from a set of characteristics that point towards sustainability. This includes but is not limited to:

- An ongoing demand and appreciation for DCAF's services, in terms of technical and policy assistance from donors, multilateral organisations and SSG/R related policy networks.
- Strong in-house technical expertise, complemented by the strengthening in recent years of core business functions of Human Resources, Finance, Planning and M&E.
- Brand recognition among relevant SSG/R circles, backed up by a diversified funding pipeline.
- A large network of in-country and regional partners that can be mobilised to maximize effect, ensure broader outreach to new constituents, and support knowledge sharing and dissemination efforts.
- An appropriate use of IT solutions and training platforms to ensure that online engagement remains interactive in COVID times.
- Ongoing plans to further anchor RBM in the organisation's practice in addition to the soon to be validated RBM framework. This includes inter alia i) rolling out a DCAF

[25] This came together with a salary benchmarking exercise on the basis of data collected from over a dozen Geneva based NGOs.

evaluation policy and central repository. DCAF is currently completing a thematic evaluation of its work on external oversight over the past ten years, and plans for a similar undertaking on police reform next; ii) providing technical mentoring to dedicated MEAL focal points in the field as well as increasingly engaging non-MEAL staff in internal review processes, iii) plans for internal reviews every year.

To what degree does DCAF make use and promote "international Geneva" in enhancing and strengthening their cooperation and coordination with other organisations and stakeholders, in particular within Maison de la Paix?

Enhancing and strengthening cooperation with other organisations within Maison de la Paix has been challenging for DCAF and others in light of the pandemic restrictions over the past couple of years. Now that restrictions are being lifted, DCAF has an opportunity to approach partnership in a strategic manner.

DCAF operates in an "international Geneva" ecosystem where dozens of other like-minded organisations have a wide range of strengths and weaknesses in promoting a peace agenda that is rights and principles based.

DCAF would earn from thinking of partnerships as a decisive tool in a multistakeholder engagement process.

They may have privileged access to selected levels of mostly SSG/R stakeholders, but others have better access to, and knowledge of, other relevant stakeholders, selected hybrid security and justice providers, selected RECs, selected countries or technical areas of expertise (e.g., SALW and ammunition stockpile management).

Also, other like-minded organisations face similar organisational and management challenges, including but not limited to measuring change at outcome level, vertical and horizontal job mobility. A natural community of practice exists in "international Geneva", which DCAF practitioners could easily tap into on technical, functional (e.g., MEL) as well as management matters.

Making a better use of "international Geneva" is a natural extension of DCAF's work. In an environment of limited resources, it offers DCAF an opportunity to combine multiple levels of engagement in a cost-controlled manner.

Doing so will require DCAF to assess the countries, policy audiences and technical areas of work where its niche and expertise, convening power and outreach capacity may gain from collaborating with others in "international Geneva." Opportunities for collaboration may well be country or region specific, as well as subject matter or function specific. And options for coordination and collaboration may not necessarily apply to DCAF as a whole.

At the time of this evaluation, DCAF offers examples of cooperation and coordination with organisations around it[26], but there is no indication that senior managers approach it in a systematic manner, with a view to maximize synergies. It is understandable as they have admittedly kept busy with competing priorities in a context of COVID and change process fatigue. Also, DCAF is far from being an isolated case and most organisations in the international Geneva peace & conflict ecosystem have yet to display a deliberate intent to prioritise collaboration efforts.

[26] DCAF was praised for is active involvement in the Geneva Peace Week, pre-Covid.

Conclusion

DCAF has a clear strategy and vision, which it implements through multilevel engagement with a broad and complementary range of stakeholders (at country, regional, multilateral and policy level), thematic engagement across the whole range of SSG/R related matters (police, intelligence, ombudsman, parliamentary oversight, armed forces, joint gender assessments), and a complementary set of programmatic tools and funding instruments (projects and portfolios at country and regional level, as well as thematic initiatives).

DCAF is not only perceived as *a* but t*he* centre of excellence on matters of SSG/R. External actors view DCAF as a trustworthy organisation that engages in partnerships, has a unique focus on learning, is international in its outreach and Swiss in its praised values of neutrality and independence. This perception is shared by prominent multilateral SSG/R players such as the EU and the UN, other SSG/R thematic actors such as the Folke Bernadotte Academy, as well as selected donors and national partners in countries of implementation. The depth of DCAF's technical expertise and the consistent quality of its work confer the organisation high levels of perceived legitimacy among its core partners and donors.

External interviewees consistently praise DCAF for its sustained focus on partnerships, adaptability, and learning. The organisation is held in high regards for its commitment to i) understanding and adapting to others' needs in varied environments, ii) mobilising world standard technical expertise and process skills in providing technical assistance, iii) continuously seeking to capture knowledge, share it and re-inject it in its own project design.

This unique position is backed up by well-developed internal systems. Significant change processes have taken place over the past four years, to improve the quality, accountability and coherence of DCAF's internal processes and systems. This has entailed developing more systematic RBM frameworks with a focus on outcome reporting, as well as equipping DCAF with more robust HR and finance back-office functions and processes.

DCAF has developed a benevolent and responsive management culture that is attuned to staff feedback. However, the magnitude of the change processes in recent years has generated a sense of process and consultation fatigue among DCAF personnel. For the years ahead, DCAF should seek to retain agility and avoid becoming what could be perceived as overly bureaucratic, in the eyes of some of its partners in the field.

The recommendations below represent no departure from DCAF's current trajectory. Rather, they build on recent changes and outline options to maximize them.

Recommendations

#	CRITERION	CONCLUSION	RECOMMENDATION
1	Relevance and communicating value	DCAF is praised as the centre of excellence on SSG/R related matters, for its unique breadth and width of engagement. No other SSG/R organisation can be credited with DCAF's complementary levels of intervention in the field and at policy level, its gender expertise, focus on knowledge, convening power and neutrality. DCAF appears to have the right focus, but can do better at communicating its value to key Swiss constituents.	1.1 **Decide the extent to which DCAF needs to better understand, if not engage with, selected armed groups or hybrid security and justice providers.** From a conflict standpoint, DCAF's singular focus on Security Sector Reform is very much in line with what numerous armed groups are fighting for: reforming a society and a state which they deem is exclusive, unfair, and generates inordinate levels of coercion if not violence upon its citizens. Some of these powerful hybrid security and justice providers have a stated interest in SSR and fear getting side-lined. In selected contexts (e.g., Iraq, Burkina Faso, Cameroon, Libya), DCAF would gain from better understanding their motives, interest, and potential modalities of engagement in SSR processes. 1.2 **Enable citizens to systematically have a say in how security is provided to them in countries of intervention.** It is unclear to what effect DCAF works with civil society in support of SSG/R. DCAF has an opportunity to build on its current research on how to apply people-centred approaches to SSR, so as to reflect on its current practice, frame its engagement and share analysis with key partners and donors. In a context of increasing rejection of democratic norms and unconstitutional changes of power in countries of intervention, DCAF has a role to play to engage more robustly with civil society, and help key partners and donors articulate their own position on the matter. 1.3 **Engage more often and at more (complementary) levels with Swiss government stakeholders.** DCAF has extraordinarily strong links with SDC, DDPS and FDFA, and the organisation's growth presents Switzerland with a range of opportunities. DCAF may find useful to proactively sustain engagement with core constituents, at multiple and mutually reinforcing technical and policy levels, to minimise the risk of assumed knowledge and ensure that expectations are verbalised and met.

2	Effectiveness	Governance structures: The Foundation Council brings DCAF exposure to an inclusive group of key donors and partner countries at ambassador's level. supported by a (seven strong) Bureau. In addition, ISSAT has a dedicated Governing Board. The apparent juxtaposition of two governance structures for what is a single organisation is not effective.	2.1. **Redefine the focus and name of ISSAT's current "governing board" to avoid confusion and clarify its function. The ISSAT "board" serves a useful function more in line with that of a Steering Committee. It gathers key partner representatives at the technical/working level, and participants wish to remain engaged with ISSAT.** Clarifying the focus and scope of this group will allow ISSAT to retain a dedicated steering function, in line with what DCAF does on other initiatives such as the TFNA and SHRIM.
3	Effectiveness	Leadership and management: The Director currently spends a critical amount of time dealing with management matters, whereas the Director is a Swiss Ambassador who has a unique skillset in negotiating political access, multistakeholder buy-in and financial support for the organisation.	3.1. **Map out and delegate management related tasks that the Head of Resources Department has time and capabilities to oversee.** This delegation will free up the Director's time, allow him to make full use of his unique skillset, and hence maximize leadership effectiveness for the organisation as a whole.
4	Efficiency	Internal systems The organisation has grown fast over the past few years, and rolled out a comprehensive set of change processes with a view to bring coherence and efficiency to its systems and processes. Systems are now much developed and support functions professionalised. However, the DCAF team suffers from "process fatigue."	4.1. **Seek ways to reduce the "bureaucracy" to its bare minimum.** Following years of intense change management processes, the organisation may face a risk of change saturation (internally) and detrimental perception (externally). The organisation needs to retain agility to remain a valued partner in the field. 4.2. **Bring coherence to DCAF's branding.** In DCAF's publications, the acknowledgement section often reads like an exercise in attribution (e.g., "DCAF Division W, with inputs from DCAF Division X, DCAF division Y, and Operations Department/"). A simple and consistent mention that "This paper has been produced by the Geneva Centre for SSG/R" may add coherence to DCAF's external branding.
5	Sustainability	The organisation benefits from a set of characteristics that point towards sustainability, including but not limited to an ongoing demand for its services, strong in-house technical expertise, strong brand recognition and networks, backed up by strengthened core business functions of Human Resources, Finance, Planning and M&E.	5.1. **Conduct a human centred evaluation of DCAF's work at country level.** As DCAF rolls out its new RBM framework, it would be useful to capture and analyse the perspectives of civilians in countries of intervention. Seeking to assess the extent to which their SSR needs and expectations are being met, is the next step to quality the impact and sustainability of DCAF's work.

		Human-centred evaluations of DCAF's SSR work, as well as a strategic approach to partnerships with other organisations part of "international Geneva" will further strengthen sustainability.	**5.2.** **Display a deliberate intent to assess collaboration potential with others in the international Geneva ecosystem.** Bearing in mind individual workloads and the process fatigue mentioned in this evaluation report, DCAF staff members can be gradually incentivised to assess potential more systematically for coordination or collaboration with other organisations. This can be done for new projects and initiatives, for staff to demonstrate outreach to other possibly relevant stakeholders in MdP as part of existing needs assessment processes.
6	Efficiency	IT provision across all three centres: At present GCSP provides IT support to all three centres. There are different views across the centres as to how successful this arrangement is for them.	**6.1.** To collectively review the provision of IT services and support provided by GCSP and how effectively the arrangement is working across all three centres and how it might be optimised.

Geneva International Centre for Humanitarian Demining (GICHD)

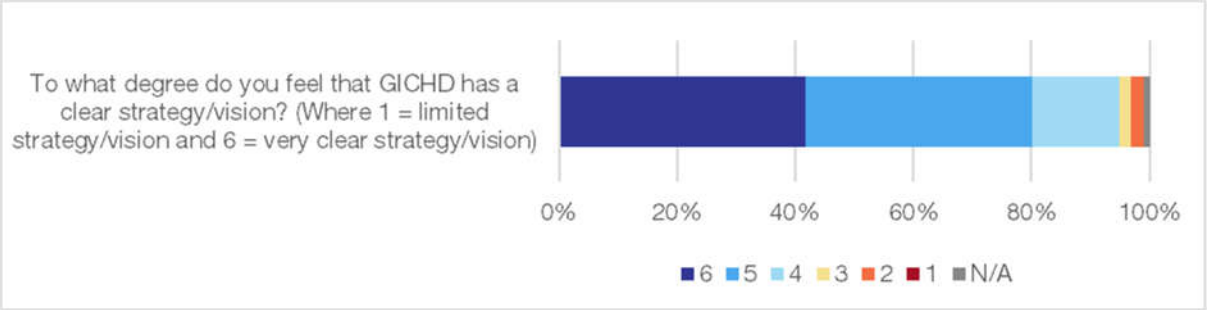
Findings

Relevance

To what degree does GICHD have a clear strategy/vision, which corresponds to its statutory mandate, donor expectations and operational environment?

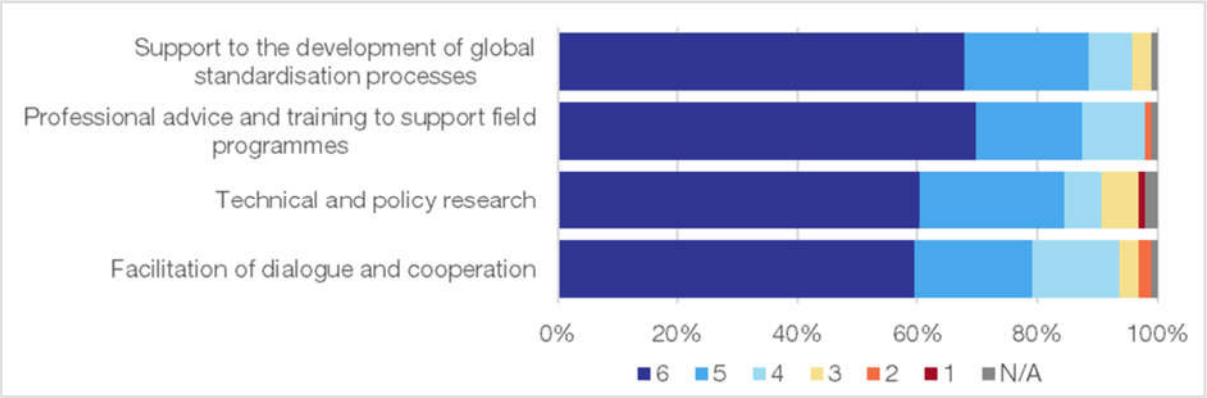
Overall, there is strong evidence that GICHD has a clear strategy that links with its mandate, meets donor expectations, and responds to the needs of the mine action and explosive risk reduction sector. This is supported by evidence collected through key informant interviews, focus groups and the survey. At the country level, there is also strong evidence that GICHD's work is coherent with donor priorities and the priorities and objectives of national authorities and partners. The survey results below show that a clear majority of respondents feel that GICHD has a very clear strategy/vision, with 42% of respondents believing this to be "very clear".

Figure 39: Survey response on GICHD strategy/vision



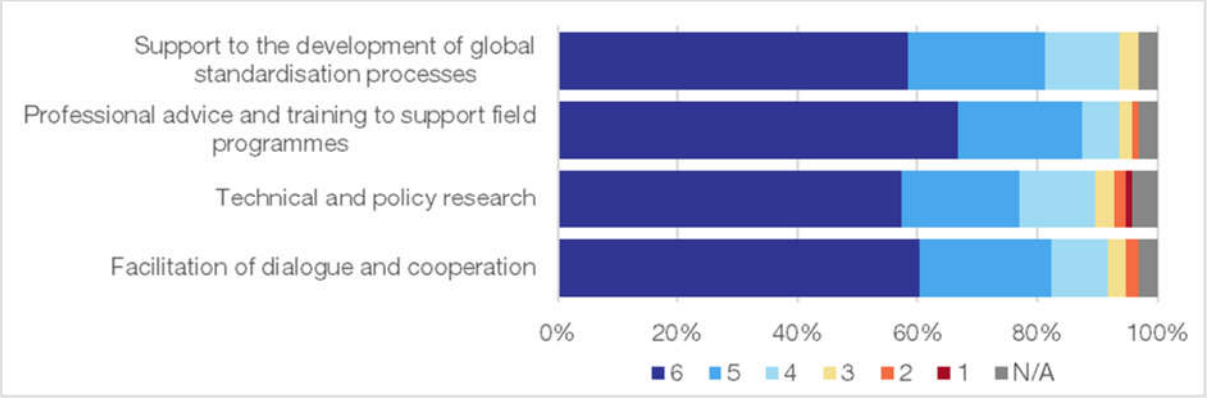
The survey also asked respondents about the relevance of services to its mandate, as well as to current and future trends in humanitarian demining. As evidenced by the results below, the majority of respondents believe the services to be relevant to both the mandate and to the current and future needs of the sector. In key informant interviews with external stakeholders, a small number did state that they believe there is a need for GICHD to increase their focus on technical and policy research to support and strengthen the rest of the services provided. However, it was also recognised that time and resources may be a constraining factor in relation to this; the GICHD receives many requests and cannot always respond to them all. In recognition that there is an increasing demand for research in the sector, the GICHD took the decision last year during its planning for 2022 that a bespoke "Operations Research and Innovation" programme will be created within the Standards and Operations Division to provide enhanced focus and closer oversight on the role of the GICHD on MA technical research.

Figure 40: Survey question: GICHD provides the following services within its current strategy. Please score how relevant you feel each of these is to the mandate of GICHD



(1 = limited relevance and 6 = highly relevant)

Figure 41: Survey question: GICHD provides the following services within its current strategy. Please score how relevant you feel each of these is to current and future trends in humanitarian demining.



(1 = limited relevance and 6 = highly relevant)

To what degree is GICHD's strategy in line with Swiss Foreign Policy objectives?

The GICHD's strategy, programmes and approach are all highly relevant for Swiss foreign policy objectives. There are four thematic areas of focus set out in Switzerland's Foreign Policy Strategy (2020 – 2023), namely: i) peace and security; ii) prosperity; iii) sustainability and iv) digitalisation. The GICHD's strategy explicitly links with all four thematic areas, with mine action and explosive risk reduction contributing to peace and security and social and economic prosperity. The GICHD's approach focuses on strengthening local capacity and national ownership. The digitalisation approach serves as an enabler for the broader work.

The four thematic areas in Switzerland's Foreign Policy Strategy are underpinned by the principles of the rule of law, equality of opportunity, a commitment to sustainable development, universality, neutrality, and multilateralism. Again, this is reflected in the GICHD's strategy and approach; all external stakeholders noted the Centre's neutrality as a key strength and recognised the GICHD's role in both strengthening multilateralism, as well as linking multilateral organisations with regional, national, and local organisations. Gender and Women, Peace and Security are key crosscutting objectives for Switzerland and underpin the four thematic areas of focus; this is also implicitly reflected in the GICHD's strategy. Although the strategy does not make specific reference to UNSCR 1325, there is a strong focus on gender and security, particularly through the Gender and Mine Action Programme (GMAP). GMAP was fully integrated into the GICHD in 2019, demonstrating

GICHD's clear commitment to integrating gender in its own work as well as the broader sector.

The GICHD also fits well with Switzerland's Whole of Government approach. For example, the Coordination Committee for Mine Action (CCMA) is a government committee with representatives from the Peace and Human Rights Division, Directorate of International Law and SDC from within the Federal Department of Foreign Affairs and the Mine Action Unit from within the Federal Department of Defence, Civil Protection and Sport. The CCMA has a strong relationship with the GICHD as a committee, as well as through the individual members and institutions.

There is also strong coherence between the GICHD and FDFA at the country level. For example, a social development and livelihoods expert has been recruited to work in the National Mine Action Centre in Sri Lanka, focusing on the process and implications for demobilising deminers, including a focus on female deminers, over the next few years as Sri Lanka moves to completion of mine clearance and land release. The expert is a female Tamil, which highlights the focus on promoting the participation of women in mine action, as well as links with peace and social cohesion. This position will be funded by the Peace and Human Rights Division within the Swiss FDFA, which is a further example of synergies and alignment of strategic objectives between the GICHD and Swiss foreign policy.

To what degree is GICHD's strategy in line with the policy aims of other key identified funders?

Donors engaged through the survey and key informant interviews were very positive about the GICHD's work and the alignment of its strategy with their own policy priorities. The GICHD is viewed by donors as having the ability to strike a measured balance between focusing on its own core mandate and organisational priorities, and donor needs and the needs of the wider mine action sector. Donors view the GICHD as a relevant and effective partner that supports their own policy objectives and work in the sector. This includes, for example, support for developing donor country national mine action strategies, preparing for hosting the Presidency of the Review Conferences for the Ottawa Treaty and Convention on Cluster Munitions and supporting research on priority issues for donors.

To what degree is there evidence that GICHD has been able to adapt its strategy to key changes in its operating environment?

There is strong evidence of the GICHD adapting its strategy to reflect changes in its operating environment at all levels. This includes adapting its internal structures as well as service delivery. For example, the GICHD was traditionally focused on mine action and then broadened out its mandate and strategic focus to 'explosive risk reduction', reflecting the growing risk to civilians and communities beyond landmines and other unexploded ordnance. This includes, for example, conventional ammunition which poses a risk of both accidental explosions and diversion. The Ammunition Management Advisory Team (AMAT) Division was established in 2019 as a shared initiative between the GICHD and the UN Office for Disarmament Affairs to respond to this emerging need, with the goal of strengthening safe and secure ammunition management to reduce both the probability and impact of accidental explosions, as well as diversion from state stockpiles.

There were mixed views on the relevance of ammunition management for the GICHD's mandate in key informant interviews. Some stakeholders expressed the view that this type of work was already being done by other actors and the establishment of AMAT was a duplication of effort and resources, and that ammunition management is very different from landmines and unexploded ordnance. Others believed that the inclusion of ammunition management makes sense for the GICHD, given its focus on the development of international ammunition management standards in line with its experience of developing a similar

framework for mine action. Donors were strongly supportive of the GICHD's strategic shift to focus on both explosive risk reduction and ammunition management. Ammunition management is increasingly viewed as linked to mine action; for example, it was also included in the UN Mine Action Service (UNMAS) strategy for the first time in 2019.

Another strong example of adaptation relates to the Gender in Mine Action Programme (GMAP). This was initially an independent team hosted by GICHD but given increased relevance and prioritisation of gender for the GICHD, and growing need for a focus on gender in the mine action sector, GMAP was formally integrated as a division within the Centre in 2019. The GMAP team has since expanded and has made good progress in mainstreaming gender across all divisions.

GMAP also took on responsibility for risk education projects. This was identified as a clear and growing need within the operating environment with new and/or increasing use of landmines, cluster munitions and Improvised Explosive Devices (IEDs) in Ukraine, Syria, Yemen and Myanmar, as well as increased use in urban settings. Two staff members were recruited into GMAP to support the design and delivery of risk education projects. These examples highlight that the GICHD's strategy is designed to both guide the Centre during the strategic period as well as to allow it to adapt effectively to changes in its operating environment and needs within the sector.

Funding mechanisms have an impact on adaptability. Core funding allows the GICHD to respond to requests for support more flexibly and more efficiently. When requests come through and core funding cannot be used to respond to the request, donors must be approached for project funding. This is less efficient and does not always come through. This is beyond the GICHD's control, and the Centre does make efforts to discuss the need for greater levels of core funding with donors.

How does GICHD analyse current trends and anticipate future trends and developments in their respective areas of activities?

There are several formal and informal mechanisms used by the GICHD to analyse, anticipate, and respond to developments in the sector with varying degrees of effectiveness. The survey response from internal stakeholders indicated mixed views on the effectiveness of analysing current and future trends. Positive aspects noted in the qualitative responses included the GICHD making use of its broader network and expertise within that and being open to partner inputs and insights into trends and sectoral shifts. Less positive views included the perception that long-term trend analysis and research and development processes are weak, and there is a need for prioritisation when examining future trends.

The current strategy (2019 – 2022) included a participatory design process to assess trends and developments. However, this was not viewed as consultative enough. For example, national mine action authorities and national implementing partners were not consulted and therefore did not contribute to the context analysis. This was acknowledged as a gap and these actors have been included in the consultative design process for the next strategy (2023 – 2026), including context analysis and an assessment of future trends and developments.

As noted in the survey response, there is good evidence of the GICHD engaging with stakeholders to assess evolving needs and developments. For example, the Centre conducted a sectoral training needs analysis in 2020 to ensure partners knew what the GICHD could offer, as well as to elicit views on priority needs. Requests received by the GICHD also allow for more informal, on-going monitoring of trends and developments in the sector which was reported by staff to be a useful, real-time mechanism. The GICHD also has strong informal engagement with partners and donors which includes conversations around current needs and future trends; the GICHD is seen as a core actor within the mine action

sector and thus has a consistent 'finger on the pulse' in relation to current trends and future developments.

A key objective in every mine affected state is completion of mine clearance and land release, which is linked to future developments in mine action at the country level. There is good evidence of the GICHD supporting national actors to consider the wider implications of this, including the demobilisation of deminers and the associated impact on livelihoods for both men and women.

To what degree is GICHD viewed as a 'Centre of Excellence' with a clear niche/value add compared to other organisations working in its operating environment?

There is strong and consistent evidence that the GICHD is viewed as a 'Centre of Excellence' by all stakeholders and occupies a clear niche in the mine action sector. The GICHD has an excellent reputation and is universally viewed as a neutral, credible, and trusted expert in the mine action sector. Their neutrality is a key strength; this links with their Swiss identity and their international presence which ensures they are not seen to have any vested interest at the national level. The Centre is seen as the lynchpin between multilateral, bilateral and national organisations, experts and implementing partners with well-established networks at all levels. They have strong policy and technical expertise that underpins all their work and all stakeholders reported that the GICHD is extremely responsive, with very positive feedback on engagement at all levels. Although they are experts and thought leaders within the mine action sector, feedback from stakeholders indicates that their collaborative approach ensures strong complementarity with other actors.

The GICHD adds value in several key areas. Their support for the Implementing Support Units (ISUs) of the Ottawa Treaty and Convention on Cluster Munitions is highly appreciated. Support is also provided for the Review Conferences for the conventions, through support for the Presidency of the Conferences as well as through support for development of the action plans. For example, GMAP support the consideration of key gender aspects of the action plans. GMAP itself is also viewed as adding value to the sector; mine action is a traditionally male-dominated sector and GMAP works will a multitude of stakeholders to more effectively consider gender aspects of mine action. This ranges from recruiting and training more female deminers to research on the different needs of men and women for mine risk education.

All stakeholders also spoke very positively about the development of the International Mine Action Standards (IMAS) and the invaluable contribution this has made to the mine action sector. Key informants remarked that IMAS truly transformed the sector and contributed to enhanced effectiveness of mine clearance. The GICHD also work at the country level with national authorities to develop the National Mine Action Standards (NMAS), informed by IMAS. These are kept up to date and are respected by all mine action stakeholders.

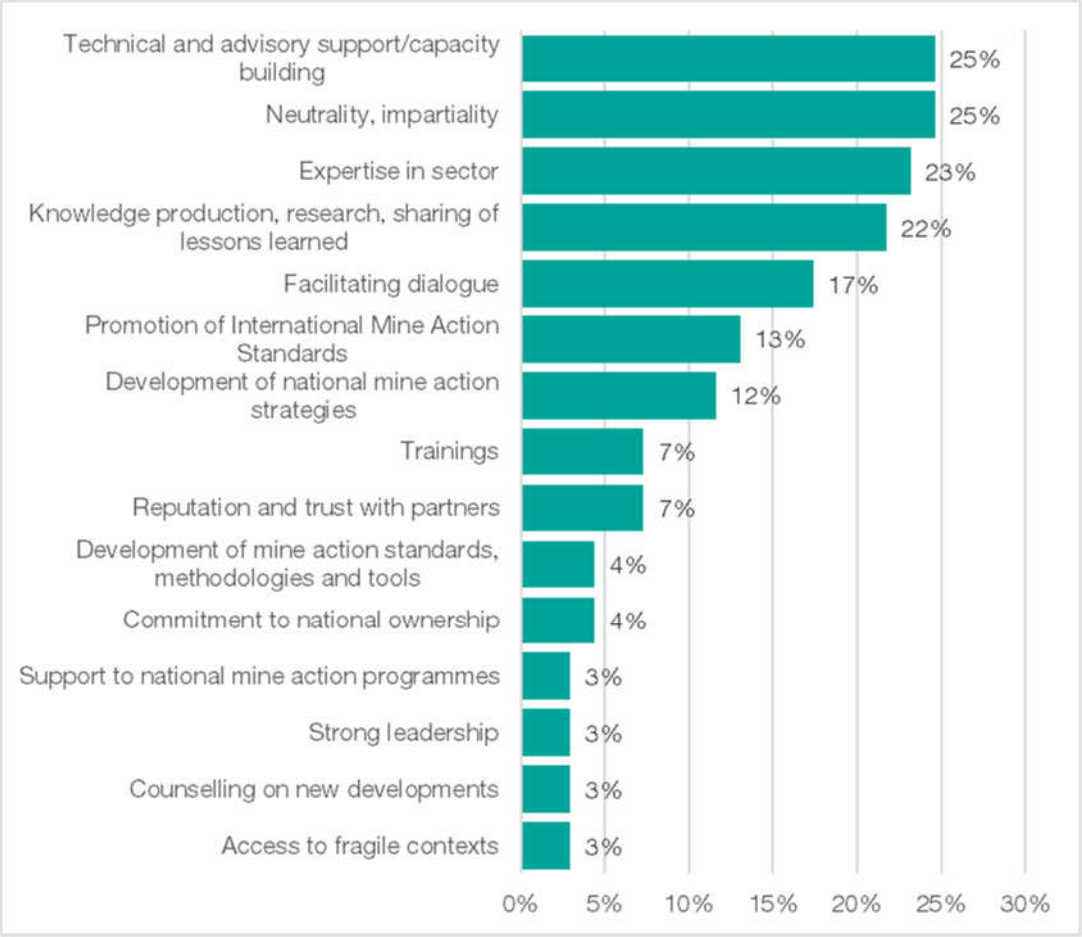
Similarly, the design and development of the Information Management System for Mine Action (IMSMA) was reported by stakeholders as a key contribution to the mine action sector. The GICHD set up the database and train national authorities and implementing partners on its use. Data collected allows national authorities to prioritise areas for clearance. For example, if data shows that an area with a school and marketplace is heavily contaminated, the national authorities can use this information to work with operators to clear this land before more rural areas. One issue raised is that national authorities do not always keep the database up to date; however, there is evidence of the GICHD being aware of this and working to mitigate this.

The GICHD's core approach is on strengthening the capacity of national authorities to ensure their ownership of mine action efforts. This was viewed as highly relevant and extremely

positive by all stakeholders as it is aligned with the localisation agenda and contributes to overall sustainability of approach. There are many examples of national authorities being supported to take greater responsibility for mine action, including through the development of national mine action strategies and support for technical, non-technical and completion surveys. In-country stakeholders observed that the GICHD is very skilled at clearly putting the national mine action authorities in the driving seat and adapting to their capacity to ensure effectiveness and efficiency of mine action work to the greatest extent possible. In Sri Lanka for example, the GICHD is working with the National Mine Action Centre to convene the four implementing partners (MAG, HALO, DASH and SHARP) and the Sri Lankan Army to develop the next Sri Lankan mine action strategy in a participatory manner.

The survey results below show the value add of the GICHD across various aspects of mine action and reflects the points outlined above. These strengths also came out clearly in interviews at both the international and national levels.

Figure 42: Survey question: Please outline how you think GICHD adds most value given its mandate.

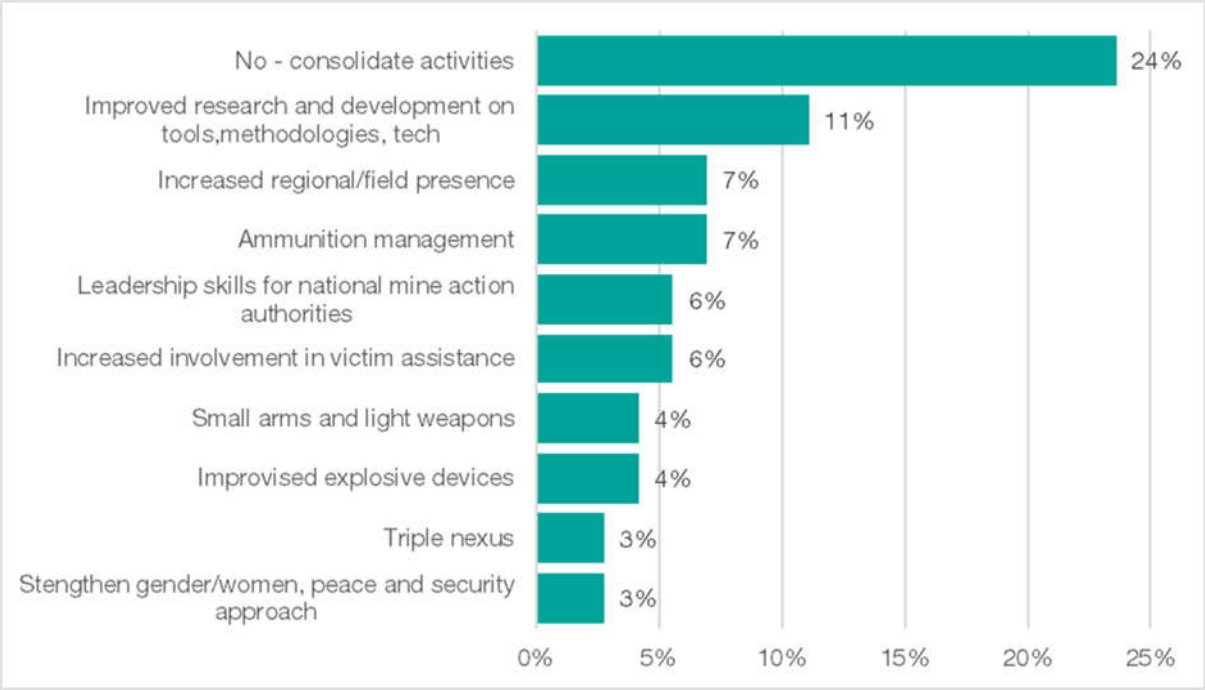


In relation to future strategic directions, stakeholders had mixed views on what the GICHD should focus on to continue to add value. For example, victim assistance is one of the five pillars of mine action but is not currently part of the GICHD's mandate. There was a mix of views across both internal and external stakeholders on whether the GICHD ought to include a focus on victim assistance. Those in favour, including national mine action authorities, observed that victim assistance is the most overlooked pillar of mine action and is therefore underfunded and not well integrated in mine action efforts at the national level. It would also link well with the GICHD's support for national mine action strategies; expertise on victim assistance would ensure this was properly considered as part of the national response to mine action needs. However, those against the GICHD taking on victim

assistance pointed to the fact that it is a very different aspect of mine action and more closely linked to health and disability. It is also covered by very different actors at the national level, from national ministries to NGOs and civil society actors. Taking on victim assistance would require a significant strategic shift for the GICHD and the recruitment of a very different set of experts.

Where views on engagement with victim assistance were mixed, they were more consistent in relation to small arms and light weapons, with all stakeholders reporting that this was not an area the GICHD should engage in as there are already other expert organisations leading on this, including in Maison de la Paix. The survey results below highlight different views of respondents in relation to potential areas of focus for the GICHD.

Figure 43: Survey question: Are there any additional areas in which you feel GICHD should be working or any additional services/activities that GICHD should be involved in?



To what degree does GICHD effectively communicate its role and added value to key stakeholders?

Data from both the survey and key informant interviews indicate that GICHD communicates very effectively. Donors noted that GICHD is very good at communicating both formally through donor reporting and informally on an ad hoc basis, with strong evidence of two-way channels of strategic communication. Reporting is seen as clear with a good balance between output and outcome level reporting. Partners were also positive about GICHD's methods for communicating its role and added value. Donors and partners indicated reporting and general communication is good at both the international and national level and indicated that the GICHD is very strong in communicating with – and developing – its global community of practice. The survey results below – highlighting responses from both donors and partners – highlight the broadly positive response.

Figure 44: Survey responses on how effectively does GICHD report and communicate to funders

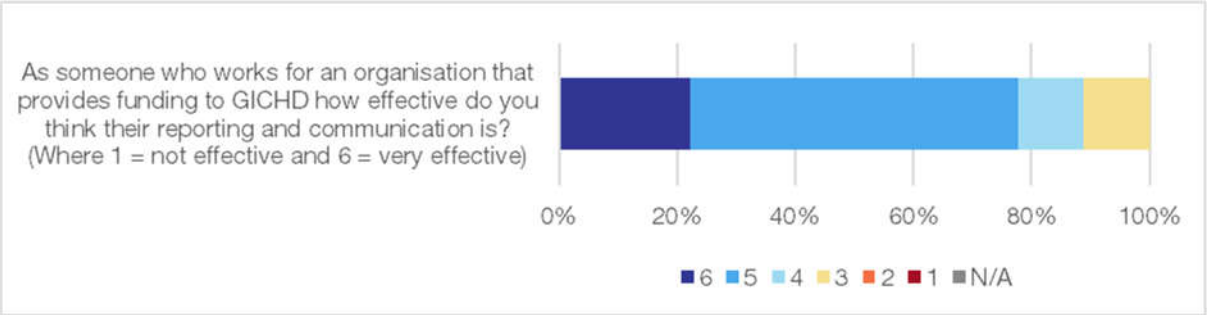
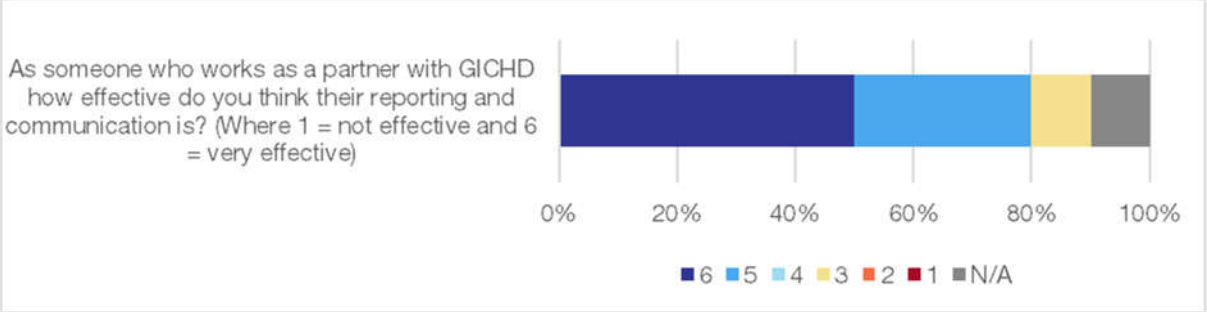


Figure 45: Survey responses on how effectively does GICHD report and communicate with partners.



Donors and partners did note that there is scope for improvement on communication at the country level. This was specifically in relation to the GICHD's support to national mine action authorities in developing national mine action strategies. Stakeholders reported that the GICHD organises excellent workshops once or twice a year and there was excellent communication and organisation just before these workshops, and during the events. However, donors and partners indicated that they were not always clear on what was happening in between these workshops and that it would be useful to have more frequent communication to ensure awareness of next steps, and how these next steps are progressing.

What processes do the Centres have to ensure their continued value add/relevance?

The GICHD employs a variety of methods to ensure continued relevance and added value. As outlined above, this includes annual reviews, planning processes and sectoral reviews, as well as informal monitoring of needs within the sector to ensure the Centre's work is consistently addressing the most relevant needs. The GICHD's own structures ensure clear guidance on this. For example, the Council of Foundation – the high-level board – is composed of donors, mine-affected states and relevant institutions which ensures feedback and guidance from different perspectives on the Centre's ongoing relevance and added value. The GICHD also participates in various relevant fora, including the Mine Action Support Group, and is thus exposed to updates from a wide variety of donors, NGOs, operators and mine affected states.

The Centre undertakes annual reviews and an associated planning process each year which was viewed as effective by internal stakeholders at ensuring on the going relevance of the GICHD. This process is linked to the RBM framework and includes an assessment of progress against the 4 strategic objectives and 11 immediate outcomes. However, a key point noted in interviews was that while the outcome-level monitoring was strong, there is a lack of strategic review of the projects that are intended to feed into the outcomes, leading to a 'missing middle' or lack of clear pathways set up to achieve the outcomes. This may have an impact on ensuring the strategic relevance of all activities at the project level.

A mid-term review of the strategy was conducted in 2020 to assess the strengths, weaknesses, opportunities, and threats as well as its continued relevance. Mixed views on the effectiveness of this process were reported and it was not clear how the outcomes of the review informed strategy adaptation. The review was conducted internally, and staff interviewed reported that there was no real critical reflection on progress; the review was more of a summary of activities to date. There were also some key unanswered questions as part of the review; for example, how the strategic relevance of projects is determined and if/how financial and resource allocation reflects strategic priorities and needs.

Key stakeholders noted that the GICHD is very effective at tailoring their approach to the national needs and priorities, thus ensuring maximum added value of engagement. Each country context is different in terms of explosive risk reduction priorities, capacity of the national authorities, status of the conflict/post-conflict transition process and wider humanitarian, development and peace objectives. Stakeholders reported that the GICHD is effective at holistically assessing the context and then developing a relevant engagement plan.

To what degree does GICHD analyse current trends and anticipate future developments including changes in donor expectations or objectives?

The GICHD strikes a good balance between independently driving its own activities in response to sectoral needs and meeting donor expectations and responding to donor requests. Donors commented that the GICHD was effective in responding to specific requests for policy, research, or operational support, including, for example, supporting donors holding Presidency of the Review Conferences of the Ottawa Treaty and the Convention on Cluster Munitions (CCM), research on Mines Other Than Anti-Personnel Mines (MOTAPM), and convening key stakeholders at the country level.

To what degree has each centre been able to adapt to unexpected changes/new developments in its environment e.g., COVID 19, Afghanistan?

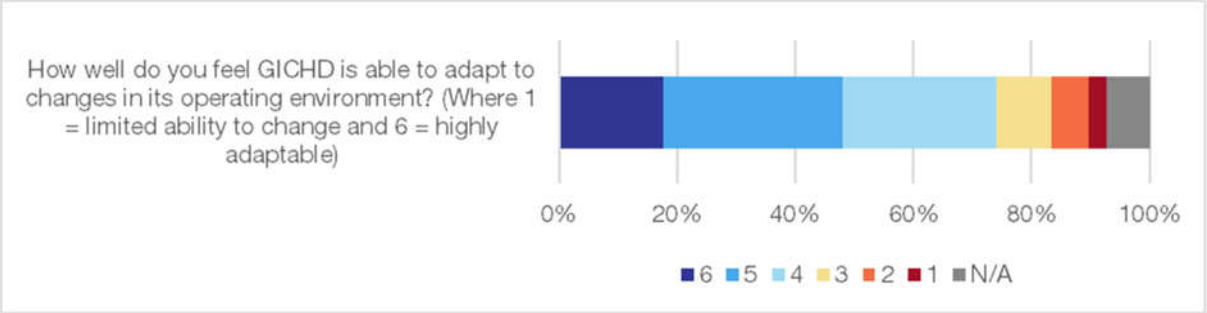
The GICHD adapts well to unexpected changes in its operating environment at the programmatic level, but less well internally. There is good evidence of the Centre adapting its programmes and engagement to emerging shifts in the context, whilst protecting its neutrality and prioritising stabilisation and safe access for mine clearance. This is achieved through working with existing structures such as the UN and other international organisations in-country. For example, in Ukraine, the GICHD worked with the OSCE to ensure coverage in both government-controlled and non-government-controlled areas as the context evolved since 2014. In countries with more than one mine action authority, for example in Libya or Iraq, the GICHD ensures engagement with both entities to avoid perception of taking sides as the context evolves. In Yemen, a complex and constantly shifting context, the GICHD are perceived to be highly adaptable and quickly assess new challenges and identify appropriate solutions. In Lebanon, the GICHD was viewed as adapting its approach effectively to the pandemic, shifting training online and developing e-learning modules on risk education and IMSMA. In Cambodia, the team also adapted the project there once the pandemic started and ensured the project could still be conducted remotely. An online technical survey course was delivered remotely in partnership with the Directorate of Mine Action Coordination, Afghanistan in 2020.

Another good example of the GICHD adapting to its operating environment and leveraging its networks effectively can be found in Sri Lanka. Following the elections in 2019, a new government led to changes in staff at the National Mine Action Centre (NMAC) which affected

the prioritisation of, and capacity to deliver on, mine action at the national level. This was compounded by Covid, which meant country visits to engage with new stakeholders were not possible. The GICHD focal points adapted to this shift in context by reaching out to the Swiss embassy in Colombo to seek support through diplomatic channels. As a result of diplomatic intervention, contact with NMAC was re-established and momentum was reintroduced on working towards mine clearance in the north of the country.

Internally, adaptation is seen as slower and less responsive to unexpected changes. Internal stakeholders all indicated that the Centre was slow to adapt to Covid, with IT infrastructure slow to be adapted to support staff to work from home and a lack of support for navigating the shift to working from home. Staff viewed both DCAF and GCSP as adapting to Covid much more effectively and efficiently. HR is also viewed as slow to adapt, and slow to support others to adapt. For example, new staff joining during the pandemic did not receive sufficient support as onboarding of new staff was not adapted effectively to be done remotely. Where changes in the operating environment require the recruitment of new staff, HR processes are not set up to support this effectively, with slow recruitment processes reported.

Figure 46: Internal and external response to survey on GICHD adaptability in changes to its operating environment



Effectiveness

To what degree is GICHD on track to achieve its strategic goals/objectives?

There is good evidence that the GICHD is on track to achieve its strategic objectives. There are four strategic objectives underpinning the current GICHD strategy (2019 – 22). The first relates to international conventions being implemented and completion targets reached. There is strong evidence of progress towards these objectives through a multi-pronged approach of supporting the Implementation Support Units of the treaties; providing technical and logistical support to states parties during meetings on the Ottawa Treaty CCM and the Convention on Certain Conventional Weapons (CCW); extension requests under the Ottawa Treaty and CCM supported by the GICHD and support to states hosting the Presidency of the Review Conferences.

The second strategic objective relates to protecting communities from explosive harm. Again, there is good evidence of progress towards this objective through the newly introduced risk education programme, as well as training for national authorities and partners on explosive ordnance risk education and relevant publications, including the 'Review of New Technologies and Methodologies for Explosive Ordnance and Risk Education in Challenging Contexts' published in 2020. In 2019 the Fourth Review Conference of the APMBC adopted the Oslo Action Plan. Advocacy efforts led by the GICHD also resulted in a specific section on risk education in the Oslo Action Plan. The focus on ammunition management also contributes to protecting communities from explosive harm, with achievements including baseline assessments in Ghana, Mauritania and Moldova, online courses and publications.

The third objective relates to land, housing and infrastructure safely returned to communities, with a focus on sustainable livelihoods. Land release can be a sensitive issue, particularly in countries with less well-developed land registry systems or with ongoing conflict. However, there is good evidence of the GICHD managing this effectively through support for the national mine action authorities on technical, non-technical and completion surveys, as well as developing relevant tools and studies to support the safe release of land. There is also evidence of including a focus on livelihoods, including the example of the GMAP-led study in Sri Lanka focusing on the economic benefits for female deminers and the study on the employment of the first female deminers in Afghanistan.

The fourth objective focuses on gender equality and inclusion, and empowerment of women and girls. There is strong evidence of progress on gender equality and empowerment of women and girls, led in particular by GMAP. This includes support to the national mine action authorities to consider gender more intentionally in their national mine action strategies. Despite positive work in this area, a constraining factor remains the capacity and understanding of mine action authorities on what gender means in the context of mine action, and the extent to which they are open to mainstreaming gender in their strategies. The evidence shows this varies by country. The GICHD mitigates this in a variety of ways, including training, policy advice, research, and continuous engagement with national authorities. The study, "Strengthening a Sustainable National Capacity for Gender and Diversity Mainstreaming in Mine Action", published in 2020, also supported this goal. The focus on inclusion as part of the strategic objective is less clear in terms of what 'success' would look like, how this was integrated in programmes and activities, and is also not clearly highlighted in annual reports. In interviews with internal and external stakeholders, it was observed that although gender is a clear priority for the GICHD, with excellent strides made in this area, inclusion has not been as well addressed and is an area of potential increased focus for the new strategic period.

To what degree has each centre shown it has the capability to manage change?

As highlighted above, the GICHD is strong on managing and adapting to external change, but less effective at managing internal change. Internal stakeholders reported that this was due to slow and inefficient administration, internal processes, and management. Although the concept of 'collective intelligence' and the associated consultative processes are appreciated, a number of interviewees felt they were inefficient and were not perceived to have led to the expected change. Changes that are viewed as necessary, including an effective response to the anonymous letter addressed to members of the Council of Foundation in late 2021 and addressing the divide between the Administration and Finance Division and other Divisions within the GICHD, are not implemented which is a source of frustration amongst many staff. An independent, external investigation is currently planned.

To what extent and in what ways do the Centres promote gender and inclusion?

How do the Centres work to mainstream gender and inclusion in their work?

Gender and inclusion are a clear priority area for GICHD, though the focus on gender is stronger than inclusion. The focus on gender is universally seen as a key strength of the Centre. The integration of the Gender Mine Action Programme (GMAP) into the GICHD in 2019 was a clear signal that gender was a priority for the Centre, in terms of gender-specific programming as well as gender mainstreaming across all programmes. The internal Gender and Diversity Working Group also supports the mainstreaming of gender across the organisation's work. Both internal and external stakeholders highlighted the focus on gender

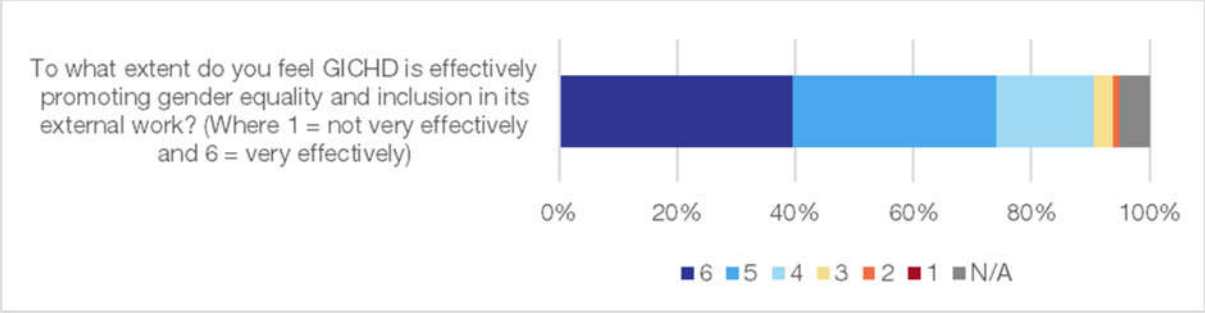
as a core strength of GICHD, with the GICHD in a strong position to support other mine action stakeholders on integrating a gender perspective in their work. For example, the GICHD developed and launched an e-learning course on gender and diversity in mine action in 2020, with over 1,400 people completing the course within one year.

The GICHD makes clear efforts to support national mine action authorities to consider gender within the national approach to mine action. Although 'success' in this area depends to a large extent on the context, culture, and capacity of the NMACs to include a focus on gender, there is good evidence of the GICHD adapting to this context and supporting gender mainstreaming to the greatest extent possible. For example, in Sri Lanka, a team from GMAP conducted a study on the benefits of employment in the demining sector for female staff, focusing on short-term and long-term development considerations such as increased income and improved access to water, food, healthcare and education for the women and their wider households. The 'double burden' was also considered, i.e., how female staff working in demining also have to run their households, ensure childcare for their children and do their salaried mine action work. Future work on demobilising deminers and economic development will include a specific focus on female deminers and alternative livelihoods to ensure a smooth transition and continued economic independence. This example also demonstrates a clear organisational commitment to gender equality and protection.

Although the work of the GICHD is universally recognised as gender-sensitive, many internal stakeholders noted that they would like to see greater progress on moving towards programmes and support for national authorities become more transformative. This would include defining what this means in practice for the GICHD's work in the next strategy, as well as including this within the outcomes, outputs and indicators.

Although the survey results below show that respondents believe the GICHD is highly effective at promoting gender equality and inclusion in its external work, data from key informant interviews and focus group discussions indicates that the integration and promotion of inclusion is less strong than gender. There is a clear awareness of this within the Centre and attempts to strengthen the approach to inclusion will be considered in the design of the next strategy (2023 – 2026).

Figure 47: Survey question on effective promotion of gender equality and inclusion in GICHDexternal work

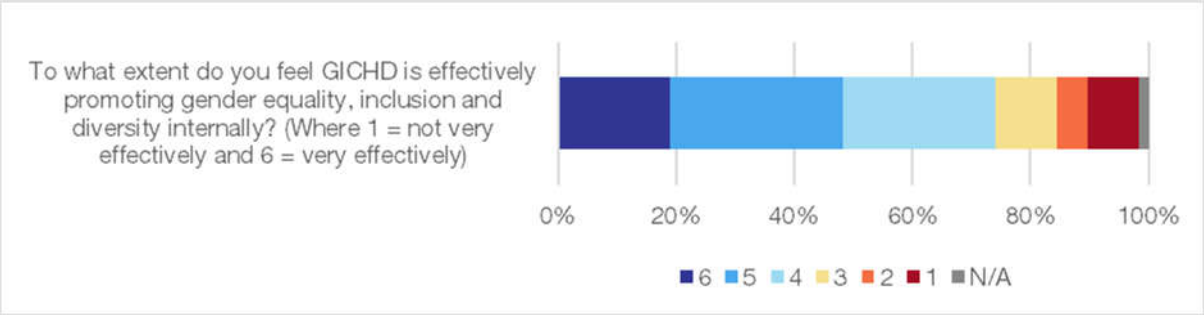


To what extent do the Centres promote a diverse working culture and how much is that supported by their institutional framework?

Overall, there is a good balance of gender and diversity across the organisation, though this is less successful at senior management level. Until December 2021, there were five permanent members of the Management Board who were all white, European men. A sixth rotating member (senior members of staff from each of the divisions) meant that a woman was represented only when that rotating member of staff was female. Since January 2022, the Management Board was expanded to include all Heads of Division which brought the number of members to ten, including two women. Both internal and external stakeholders noted that while the GICHD is very strong on mainstreaming gender effectively in its

programmes and supporting its partners to do the same, it is less effective at achieving this internally by ensuring a gender and diversity balance at the most senior levels of the organisation. There is currently no HR strategy in place to address this.

Figure 48: Survey question on effective internal promotion of gender equality, inclusion and diversity in GICHD



To what extent do the RBM frameworks integrate a focus on gender and inclusion, and how is monitoring data used for effective course correction?

Gender equality is included as both a specific strategic objective, as well as mainstreamed across the other strategic objectives, intermediate and immediate outcomes, and indicators. This is positive progress towards the GICHD's ability and commitment to monitor and measure its impact on gender across all objectives. Although viewed positively overall, internal stakeholders pointed to several aspects that could be strengthened in the next RBM framework developed to support the new strategy. This includes, for example, moving beyond numbers; all current indicators are quantitative and there is no focus on gender-transformative goals. Data disaggregated by gender is also binary and lacks a focus on intersectionality, which would also strengthen the focus on inclusion. Programme staff also note that while there is a gender focus in the current RBM system, they feel this is an add-on and does not fully ensure data collected is used for adaptation or course correction.

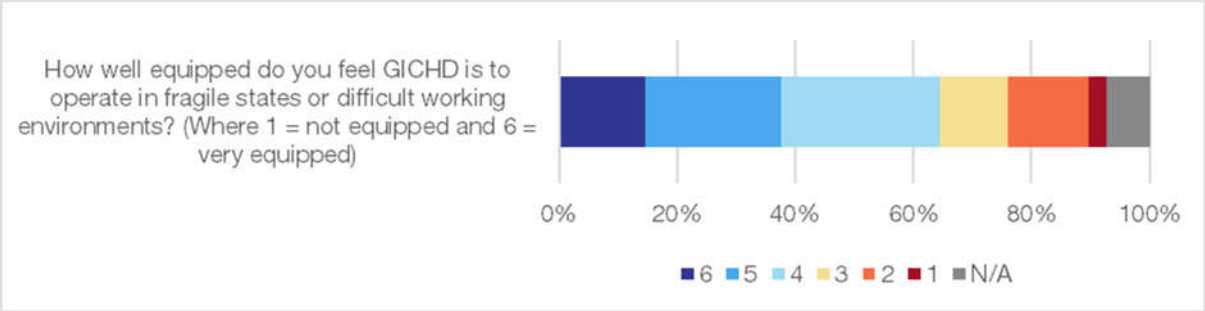
How do the Centres' objectives on gender and inclusion align with, and contribute to, Swiss foreign policy objectives in relation to gender and inclusion, and UNSCR1325 (Women, Peace and Security)?

The GICHD's objectives on gender and inclusion are strongly aligned with Swiss foreign policy objectives in relation to UNSCR 1325 (Women, Peace and Security). The current Swiss National Action Plan (NAP) on UNSCR 1325, covering the period from 2018 – 2022, identifies five overarching goals, including 1) effective involvement of women in conflict prevention; 2) women's participation in and influence on conflict resolution and peace processes; 3) protection against sexual and gender-based violence in conflict, refugee and migration contexts; 4) women's participation in peace missions and security policy; and 5) multi- and bilateral commitment by Switzerland to women, peace and security. Although the GICHD's strategy does not explicitly mention UNSCR 1325, it does promote the participation of women in all aspects of mine action, including in links with peacebuilding and post-conflict transition. In 2019, "Guidance on Protection from Sexual Exploitation and Abuse" was published and as noted above, the GMAP study team responded to protection challenges in Sri Lanka when it emerged as a key issue facing female deminers. There is also strong evidence of the GICHD embedding women, peace and security in all its multilateral and bilateral work, including high-level policy engagement as well as bilateral support at the national level.

To what degree is GICHD able to provide effective services in difficult environments (e.g., fragile states)?

The GICHD works effectively to provide services in difficult environments, including in fragile states. There are several factors contributing to this. First, the GICHD works with international organisations with established mandates and infrastructure in-country. This ensures the GICHD's neutrality is ensured and also allows for more effective delivery of services. For example, the Centre works with UNDP in Yemen, UNMAS in Afghanistan and the OSCE in Ukraine to ensure maximum coverage as efficiently as possible. Working with partners with established in-country presence allows for synergies; for example, the GICHD provides technical and policy support and can avail of logistical support and protection from partners. Given the high levels of trust placed in the GICHD by all partners on all sides of any conflict, the Centre also has strong convening power and can bring together different actors where appropriate. For example, in 2018, the GICHD ran a technical and non-technical survey course in Arabic in Amman, which included representatives from both the Syrian and the Free Syrian armies. The Centre also did research on improvised explosive devices in Iraq, bringing together national authorities in both Erbil and Iraq to inform this.

Figure 49: Survey response on GICHD operating in difficult environments



The GICHD does not have offices in-country. The vast majority of stakeholders agreed that this was a positive aspect, ensuring the Centre's neutrality and avoiding any risk of perceived vested interest. The lack of offices is mitigated by working with in-country partners for logistical support, as noted above, which is effective. One slight disadvantage noted was the inefficiency this sometimes brings when consultants need to fly in and out to respond to requests; a potential solution proposed to resolve this was to fund technical experts to be embedded within national mine action authorities, which would also increase the effectiveness of capacity strengthening and local ownership. This hybrid model would allow for improved reach at the country level without having a country office or team.

To what degree are users/participants/customers satisfied with the services they receive?

Donors, partners, national authorities, and participants in GICHD-run courses all reported high levels of satisfaction with the services they receive and overall engagement with the Centre. As evidenced by the survey results below, donors are confident they receive good value for money for the funding provided; this was confirmed in qualitative interviews with donors who confirmed their positive views of the GICHD's work and excellent reputation in the sector. Partners also rated their engagement very highly in both the survey and in interviews, reporting that the GICHD is an excellent partner on all levels. National authorities also reported high levels of satisfaction in relation to the support they receive from the GICHD. The survey results and data from key informant interviews indicate that all external stakeholders continue to value their engagement with the GICHD and will seek to work with them again in the future.

Figure 50: Donor responses to services provided by the GICHD

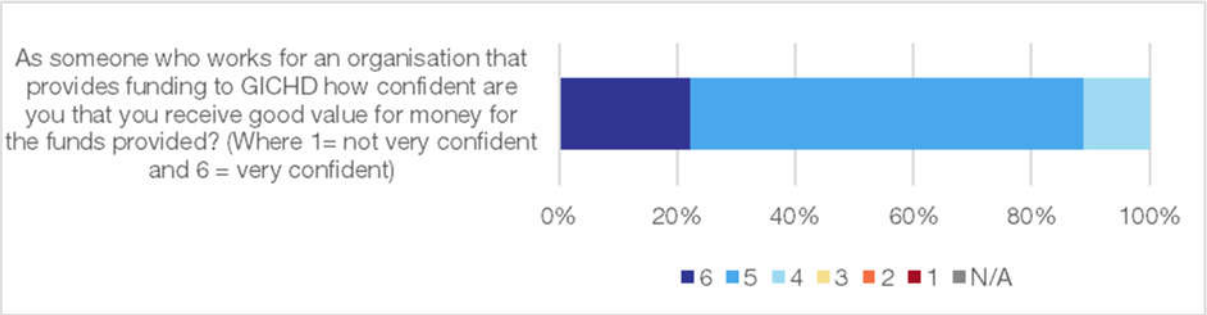


Figure 51: Partner responses on engagement with the GICHD

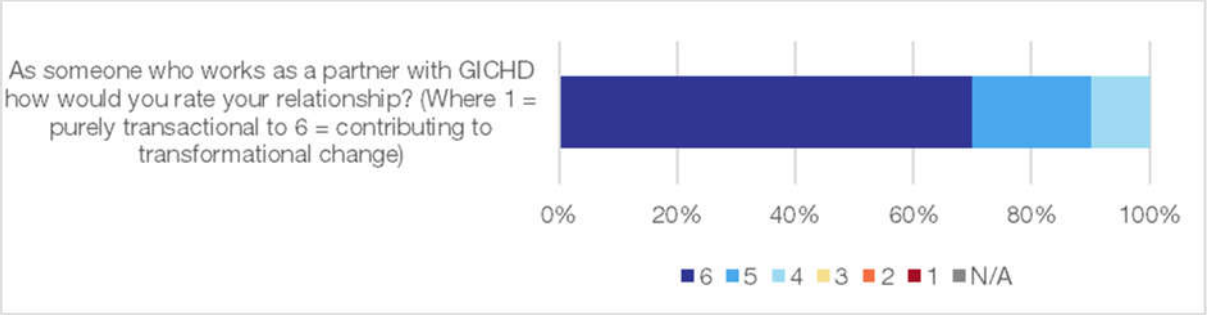


Figure 52: Partner response on working with the GICHD again in the future

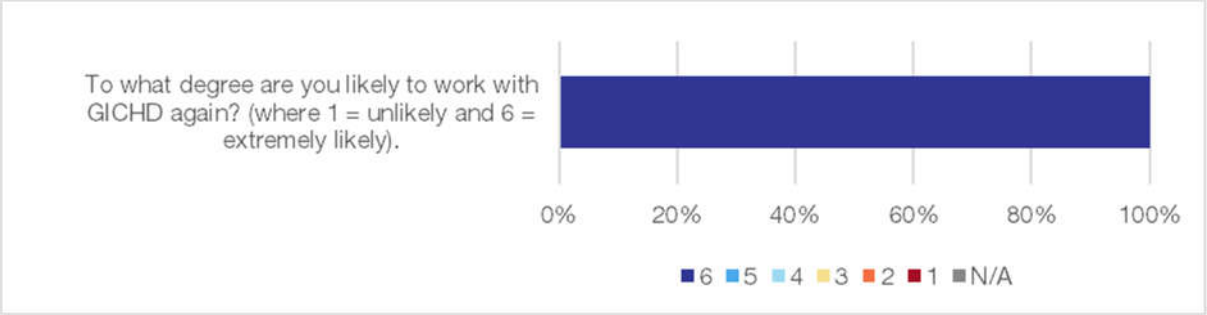
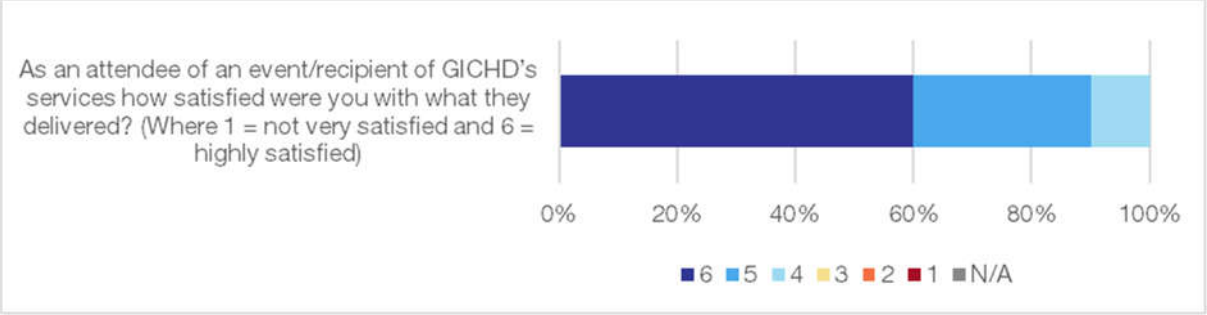


Figure 53: Participant responses on services provided by the GICHD



To what degree does GICHD's governance and management structure support the effective delivery of its mandate?

There are three levels of governance and management for the GICHD that operate with varying degrees of effectiveness. The Council of Foundation (CoF) operates at a diplomatic and policy level and consists of members from donor countries, mine affected states and the EU and UNMAS. The CoF meets twice a year to receive regular updates and provide strategic advice to the Centre, and also holds extraordinary meetings to deal with urgent issues. Key

informants indicated that the CoF is an effective mechanism, emphasising the diverse membership which ensures views are offered from donor and mine affected countries, as well as UNMAS and the EU. Members of the CoF are considered by stakeholders to be invested in the Centre, coming to meetings well prepared and asking insightful and useful questions. One potential area for improvement noted by several stakeholders was the potential to increase the number of mine affected countries represented on the CoF, including in the Bureau. Of the 23 current members of the CoF, only 8 are mine-affected states. There are currently no mine-affected countries represented in the Bureau. The Bureau consists of members of the Council elected into the Bureau, which serves as executive committee of the Council.

The policy focus of the CoF is complemented, in principle, by the Advisory Board of the GICHD which operates at the technical level, providing strategic advice at the operational level. Members of the Advisory Board are experts in mine action and represent various mine action organisations active in the mine action sector. However, two weaknesses were noted by key informants in relation to the effective functioning of the Advisory Board. First, it has not met in several years, even before the pandemic began in March 2020. Stakeholders were unclear as to why the Board has not convened, though there are intentions to revamp this and get it up and running again. Second, the Board is considered by certain stakeholders to be tokenistic in nature; it is supposed to actively provide technical expertise on the GICHD priority areas, yet when meetings were held, it was perceived that ideas or strategies presented were already concluded and there was no appetite for genuine consultation or suggested changes.

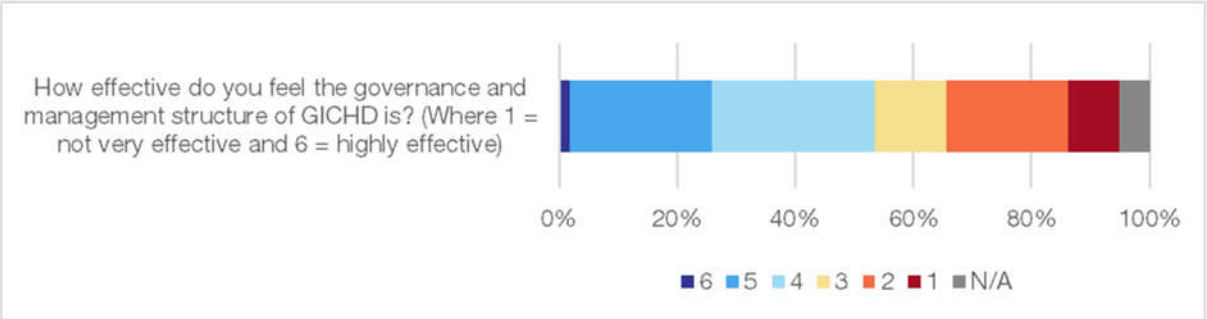
The Management Board of GICHD provides executive oversight of the Centre. Until January 2022, the Board comprised five permanent members, including the Director of the Centre and four Heads of Division, and a sixth rotating member from across each of the divisions. Evidence from the survey and consultation with key internal stakeholders strongly indicated that the Management Board was not operating effectively up until this period. There were two main reasons for this. First, there was a lack of gender and diversity in the make-up of the Board; all five permanent members were white European men. This is not reflective of the wider organisation, which is very diverse. Second, stakeholders reported strong concerns about a lack of balanced views and difficult dynamics that negatively impacted effective management and transparent decision-making.

These two issues affected the perception of both the decision-making process and the decisions made by the Board, which were often seen as opaque. The Board also affected decisions and operations at the Division level, including overturning decisions made by Heads of Division for reasons that were not always clear to those implementing them. Following feedback from staff on the effectiveness of the Management Board, several steps are now being taken to address the key issues, including broadening membership of the Board to include wider representation of divisions.

The survey posed a general question on governance structures and the extent to which they operate in an independent manner. A limitation of this in relation to GICHD was that the question did not differentiate between the CoF, the Advisory Board and the Management Board. The quantitative results were mixed, as seen below. The qualitative responses in the survey, however, focused exclusively on the Management Board, citing lack of diversity; lack of operational experience; lack of transparent decision-making processes and decisions; and a lack of an independent mechanism[27] to report bullying, harassment, and mismanagement and other concerns as some of the key issues that need to be addressed. These responses were echoed by stakeholders in the subsequent interviews.

[27] The GICHD does have a policy on the prevention of and response to harassment, introduced in 2019

Figure 54: Survey question on effectiveness of the GICHD's governance and management structure



Are the governance structures operating in a sufficiently independent manner?

Views on the degree of appropriate robust challenge and independence of the governance structures varies. Both internal and external stakeholders viewed the Council of Foundation as independent, citing in particular the membership of the mine affected states as a contributing factor.

The Advisory Board has not been operational for a number of years and as outlined above, was viewed as somewhat tokenistic when it did convene. The main challenge outlined by internal stakeholders relates to the Management Board; however, the concerns raised relate more to the transparency and effectiveness of the management board than to its independence.

Are management and leadership functions effective and responsive?

Overall, management and leadership functions are not viewed as effective and responsive. This relates to specific aspects of leadership and management, and not the entire Management Board or leadership team. Evidence based on data collected indicated several reasons for this. The Management Board (at least up until January 2022) was perceived to focus more on internal processes and Geneva-based activities than on operational work with partners. Key informants indicated that this led to several inefficiencies, including too many working groups and consultative processes that were time-consuming and ineffective, and detracted from the time and focus spent on programme and operational field activities. The rationale for having so many working groups and staff consultations was to foster an inclusive decision-making culture; however, stakeholders noted that final decisions made by the Management Board did not always reflect the consultations and this led to frustrations as 1) the consultative process required a lot of time and 2) the time invested was not perceived to have yielded good return on investment and 3) the rationale for decisions seemed opaque.

The Management Board up until January 2022 was also not viewed as responsive; in fact, it was viewed as often hindering the effective running of divisions. This is partially linked to the issue of transparent decision-making; the evidence highlights that decisions made at the divisional, operational level were sometimes questioned or overturned by the Management Board without consultation or a clear rationale. Management and leadership responses to bullying, intimidation and harassment allegations are not perceived to have been effective. For example, despite mandated management and mentoring workshops, staff report that there have been no changes or shifts in behaviour. In response to the anonymous letter addressed to members of the CoF in late 2021, a crisis response team was established. However, staff expressed frustration as the response team was not viewed as impartial due to its composition and was perceived to indicate ineffective and unresponsive leadership.

The new broader composition of the Management Board since January 2022 has only been in place for 10 weeks at the time of writing this report, with only one meeting held

at the time of writing. Although this is a short period of time, and therefore difficult to evaluate extensively and draw meaningful conclusions, key stakeholders noted they have yet to see improvements in efficiency and effectiveness. There is also still a lack of gender and diversity, and the meeting schedule is viewed as too frequent and too focused on internal processes. Key informants noted that Board's slow and bureaucratic way of working was a contributing factor to the Divisions working in siloes; rather than seek advice on decisions or engage in discussions at Board level, Divisions instead sought to focus on their own areas of work as this was viewed as a more efficient and effective way of working. There is also a reported lack of clarity over the role of the Management Board and the decision-making processes which is set to be reviewed.

Does GICHD have an appropriate risk management structure?

Risk management is not currently viewed as appropriate or effective by internal stakeholders. The internal midterm review of the strategy identified risk management as 'an organisational weakness'. This was echoed by internal stakeholders at all levels during the current evaluation process. Although there is a working group that includes a focus on risk, it is not viewed as effective. Risk is not clearly defined and there is a lack of clear risk management processes in place; for example, staff find it difficult to obtain information in relation to insurance during field work. A paper regarding health insurance and medical expenses on mission was circulated to all staff in 2020; however, this was not mentioned in interviews and therefore the extent to which this is regularly referred to could not be ascertained. There is also a lack of clarity on approaches to risk management in relation to donors, staff safety, staff retention, travelling and organisational reputation. Risk management is viewed as a priority area of focus for the next strategic period, with plans to conduct a full risk assessment once the next strategy is finalised, and an associated risk management structure.

To what degree has GICHD got the relationships it needs in place (such as for funding, technical cooperation, or political support) to work effectively – are there any key gaps that need to be filled?

The GICHD maintains excellent relationships with multilateral institutions, bilateral donors, international and national partners, and national mine action authorities which contributes to its effective ways of working. The Centre enjoys strong political support, both within Switzerland and abroad, and has multi-layered partnerships focused on technical cooperation. Both internal and external stakeholders reported genuine strategic partnerships with good two-way channels of communication; this was reported at both the international and the national level. The focus of partnerships is both at the institutional and the individual level, which allows for continuity of engagement even when individuals may rotate or change.

To what degree has GICHD got the internal capability to develop and sustain new relationships?

The GICHD is strong on developing and sustaining new relationships, including identifying and reaching out to individuals and institutions. The key relationships are at the country level within the national mine action authorities, and there is strong evidence that the GICHD is well positioned to develop and maintain relationships with key interlocutors within the NMACs. When the Ammunition Management Advisory Team (AMAT) was established, they also moved quickly to set up key relationships with international and national partners.

The GICHD is skilled at promoting regional cooperation and partnerships, particularly between national mine action authorities. This supports dialogue, cooperation and sharing of experiences in mine action and ammunition management. For example, the GICHD conducted a regional quality management training course in Lebanon in 2020 for the MENA

region, bringing together participants and instructors from the region to learn about quality management systems within national programmes and share experiences about challenges faced and solutions identified. One area highlighted as a potential focus in the next strategic period is on gender mainstreaming within national mine action programmes and strategies, with the aim of national authorities with a demonstrated track record of this sharing their experiences with national authorities for whom this is still a work in progress.

Efficiency

To what degree does GICHD have effective financial and information management systems and reporting processes?

There is strong evidence that the financial, IT and information management systems are neither efficient nor effective. The financial system is a source of frustration for staff as it leads to significant inefficiencies. It is viewed as overly complicated, time-consuming and inaccessible; stakeholders reported that it is not user-friendly and does not support operational and programme staff. The system is geared towards the Swiss auditing process and does not reflect the current number of donors with different reporting requirements. A review is being conducted of the current finance system in order to streamline this and make it more accessible.

The IT system is also described as not being fit for purpose. There are several reasons for this. First, IT services are shared between the three Centres and there is a perceived lack of IT staff and resources to support the IT needs across the Centres to the extent necessary. There is little IT support for staff, with responses to requests for support seen as slow and inefficient. When the pandemic began and staff had to adapt to work from home, they felt they had to figure out their IT for themselves with no coherent approach; this led to different teams using different platforms for meetings, information sharing and information management. Second, the Centre is slow to upgrade to new IT systems; for example, staff had been requesting Microsoft Teams for two years and still do not have full access to MS Office 365. This has led to staff using other systems or external providers, which also leads to inefficiencies. Although SharePoint is now up and running, this is also not viewed as fit for purpose and there is a perceived lack of support for staff on how to use this.

How effective is GICHD's Results Based Management system and how credible/useful are the results produced?

The RBM framework included in the 2019 strategy is highly regarded by external stakeholders and has successfully built on previous iterations, though there is scope for improvement. The mine action sector is generally regarded (by stakeholders consulted as part of this evaluation as well as in wider literature) as slower than other sectors linked to international development to include a focus on measuring progress and results. GICHD is viewed as thought leader on RBM in the mine action sector; the Centre was one of the first mine action actors to seriously invest in developing an RBM framework and now provides guidance to others on developing their RBM systems, including the Swiss Federal Department of Foreign Affairs as part of the development process of its new mine action strategy.

The current RBM system in underpinned by a clear, logical, and well-sequenced Theory of Change. This includes four strategic objectives, one intermediate outcome and 11 immediate outcomes, all designed to support the achievement of 'a world in which communities thrive, free from risks from explosive ordnance.' Although the outcomes are clear, many of the immediate outcomes could better be described as outputs. There are also no qualitative outcomes; all outcome indicators are either presented in the form of a number or a percentage. Some of the quantitative indicators relate to longer-term behaviour change and

staff indicated it can be difficult to monitor or measure progress in relation to these outcomes; this includes for example, immediate outcome indicator 4.2 'Percentage of training course participants who directly applied the acquired knowledge in their professional practice, disaggregated by gender.' For the next strategy, it would be useful to include a mix of qualitative and quantitative indicators, with a clear delineation between outputs and immediate/intermediate outcomes.

The credibility of the results produced is high; donors report strong satisfaction with the quality of data included in reports. All staff interviewed noted RBM has become well embedded in all roles, all staff receive training on RBM, and this is now part of the organisational fabric. However, many staff indicated they do not find the RBM framework useful for their own jobs. They see it as more useful for donor reporting but said they do not have the time to analyse the data and use the analysis to inform any adjustments or adaptations to their own projects or programmes.

To what degree does GICHD have an appropriate mix of core and tied funding to enable to it to be adaptive and responsive as well as deliver planned commitments?

The GICHD has a mix of core and earmarked funding, though would benefit from greater levels of core funding to allow for greater flexibility and agility. The GICHD currently has 19 donors, with approximately 50% of funding constituting core, multi-annual funding and 50% earmarked for specific programmes and projects. Internal stakeholders reported advantages and disadvantages to having so many donors. On the plus side, it contributes to the financial sustainability of the organisation and reduces dependence on any one donor, including Switzerland. However, each donor has different reporting requirements, and some have very heavy compliance requirements. This needs internal capacity to service which reduces time that could be spent on programmes and also diverts financial resources to the fund the administrative role that could be spent on projects.

In principle, international commitments such as the Grand Bargain and Good Humanitarian Donorship and conceptual frameworks such as the triple nexus ought to ensure more flexible, longer-term, predictable and unearmarked funding but in practice, many donors still prefer to provide programme- or project-specific funding. This is beyond the control of the GICHD, which does try and work with donors to understand the need for more flexible and longer-term funding. Greater levels of core funding would allow the GICHD to respond more efficiently and effectively to requests from stakeholders, including at the national level, without having to seek specific funding upon receipt of requests.

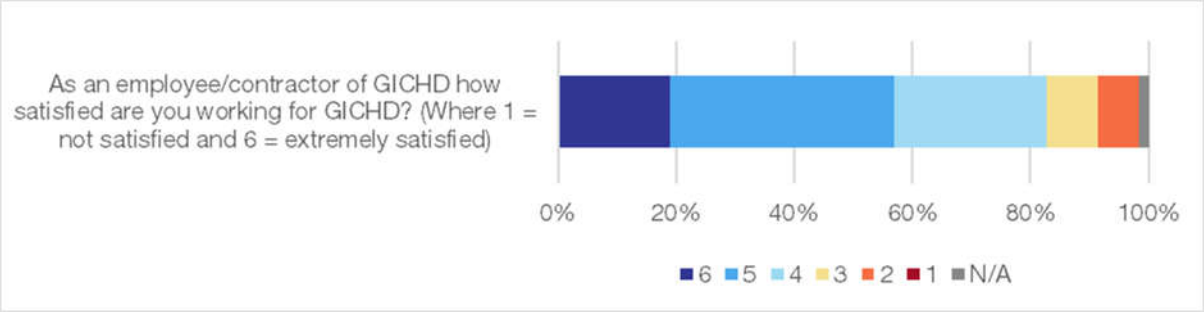
To what degree are staff in GICHD performing effectively and are satisfied in their work and working environment?

There is strong evidence that the staff of the GICHD are strongly committed to the objectives of the Centre and are passionate about their roles, though there are some areas of frustration. As indicated in the survey results below, staff are broadly satisfied working for the GICHD. Qualitative reasons for employee satisfaction include knowledgeable and committed staff; flexible working arrangements; interesting work seen as having positive results and impact and good working relationships with external partners.

Areas of frustration relate to the ongoing issues with some aspects of leadership and management as outlined above, which has led to a lack of trust in and disconnect with some aspects of senior management. Management priorities and decisions are not viewed as transparent, and internal stakeholders believe that while the priority focus of work should be on mine-affected states, this is not the case. A fear of reprisal and cases of bullying and intimidation are reported to persist, despite these issues being raised on numerous occasions

in a multitude of ways with senior leadership. Internal bureaucracy and processes are seen as slow and in need of streamlining, and there is also a reported lack of a clear career path progression and professional development within the Centre.

Figure 55: Survey question on GICHD employee satisfaction



Sustainability

How does GICHD define sustainability and to what degree is it on track to meet this definition?

As evidenced by the document review, interviews and focus groups with key internal and external stakeholders, there are three main aspects in relation to the GICHD's approach to sustainability.

First, the GICHD views sustainable mine action as connected to wider humanitarian, development and peacebuilding objectives and integrates this 'triple nexus' approach in its work at all levels. This is also reflected in the RBM framework, with immediate outcome 11 setting out that 'the reduction of risks from explosive ordnance contributes to humanitarian action and sustainable development.' The sub-indicators include multiple references to partnerships and tools supporting a triple nexus approach.

There are also examples of triple nexus approaches at the country level. For example, in Sri Lanka, there is evidence that the next mine action strategy developed in 2022 will incorporate wider, long-term development and peacebuilding considerations. This includes livelihoods and the demobilisation of deminers – many of whom are former combatants – and how their demining skills can be transferred to other sectors once clearance targets have been achieved. Within this, there is also a clear focus on female deminers and their specific needs once their demining roles wrap up; this includes efforts to ensure they can secure jobs that pay as well as their demining jobs. The Peace and Human Rights Division, through the Swiss Embassy in Sri Lanka, will fund a consultant to work in NMAC to focus on the transition period for demobilised deminers in a conflict-sensitive manner, bearing in mind that 90% of deminers are Tamil and many are former combatants. Links with peacebuilding can be more sensitive, particularly in countries where peacebuilding is politicised; in Sri Lanka for example, peacebuilding organisations are heavily scrutinised by the NGO Secretariat which sits under the Ministry of Defence. This makes links with peacebuilding organisations challenging. In humanitarian settings, GICHD supports the use of data from IMSMA to prioritise areas for clearance; for example, mine affected areas with schools or health clinics will be cleared before rural areas with less traffic.

Second, the GICHD is clear that sustainable mine action can only be achieved through strong national ownership. This is firmly espoused in their own strategies and clearly echoed by their national partners, including the national mine action authorities and implementing partners. GICHD is highly regarded by its national partners as an international expert organisation that has relevant technical expertise but does not force its views or approaches

on the national partners. Its approach is widely considered to be inclusive and participatory, seeking and considering views from government ministries and divisions; UN and regional organisations; international and national implementing partners and civil society. In countries with weaker national authority capacity, there is strong evidence of GICHD tailoring its support to ensure the national authority is still viewed by stakeholders to be the lead agency, whilst providing discrete support to ensure strong coordination, development and ownership of the national mine action strategies. Although the national mine action authority is the main interlocutor at the country level, there is also evidence of support to implementing partners too, including guidance on how to engage in the national mine action strategy development and implementation process, as well as wider training on areas such as risk management and mine action standards. This approach taken by GICHD contributes to sustainability and is also highly appreciated by all stakeholders at the national level.

Third, the GICHD works to create systems and processes that contribute to the sustainability of the sector. This includes the development of the International Mine Action Standards and support to use these to inform National Mine Action Standards; this creates a standardised framework of operations which allows for a common and sustainable approach for all actors. Support to the Implementation Support Units of both the Ottawa Treaty and Convention on Cluster Munitions also contributes to sustainable approaches to achieve mine clearance and land release and reduce risk from explosive ordnance.

Is there evidence of long-term demand for their services?

The global target agreed by Ottawa Treaty states in 2014 to complete all clearance of anti-personnel landmines by 2025 is highly unlikely to be achieved, which means demand for GICHD support will continue in the medium- to long-term. In Sri Lanka, for example, the national mine action strategy developed in 2017 aimed to clear the country of landmines by 2020; the new strategy to be developed this year is likely to set a more realistic goal of 2028. For GICHD, this means that there will be a continued demand for their work on mine action for many years to come at international, multilateral, and national levels.

At the national level, this includes continued support for national mine action authorities to develop their mine action strategies; continued monitoring or IMAS and NMAS to ensure the safety and quality of the work by implementing organisations; continued updates to IMSMA to allow authorities and organisations to manage their demining work effectively and continued support to states to fulfil their Article 5 clearance obligations. At the international and multilateral level, this includes continued support to the Implementing Support Units of the two conventions; engaging with and providing expert advice to multilateral organisations focused on mine action and working with a range of partners to link mine action with wider humanitarian, development and peacebuilding objectives.

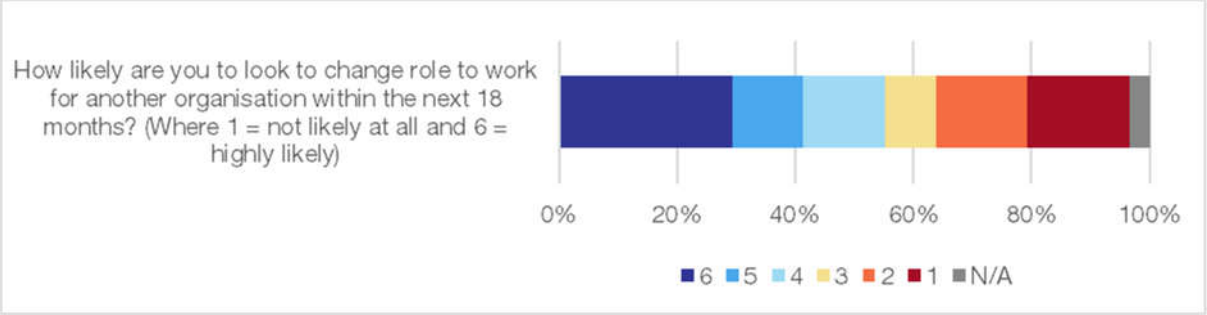
In line with GICHD's shift to focus on broader explosive risk reduction, there will also be continued and long-term demand for other services. Even after landmines are cleared, there will still be wider unexploded ordnance to consider, as well as other developments such as IEDs. Key informants also noted an expected long-term demand for services provided by AMAT. Expert advice on ammunition management, including standards and information management, will also be required in the long-term.

To what degree does GICHD have a stable and appropriate workforce and are able to recruit new staff and high-quality temporary experts as required?

The GICHD has a strong, committed, and highly skilled technical workforce though there are indications that staff are considering leaving. Donors and partners both indicated that the GICHD has very relevant and highly knowledgeable experts who are brought in to support when needed, with positive levels of support and engagement reported. As highlighted in the

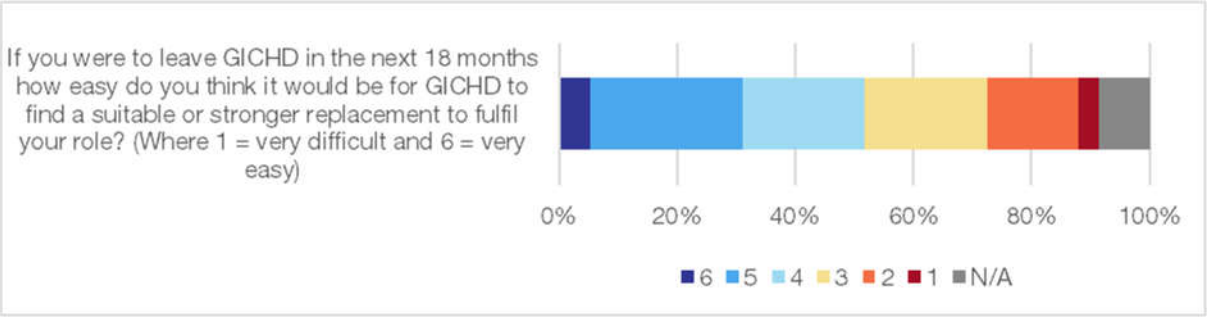
survey responses below, over 50% of staff report that they may look to move to another organisation within the next 18 months, with 30% 'highly likely' to do this.

Figure 56: Survey question on how likely GICHD staff are to move to another organisation within the next 18 months



Staff were also asked how easy they think their positions would be to replace if they left. As evidenced below, there were mixed views, though overall, staff believed it would not be too difficult to replace them.

Figure 57: Survey question on perceived ease of replacing the GICHD staff member if they left



There was one aspect of stability in relation to the workforce that elicited mixed views. The 'ten-year rule', suggested several years ago, would mean that after ten years in position, senior programme staff would rotate out of the organisation. A minority of stakeholders viewed this as a positive step, citing the need to ensure experts with fresh field experience in those senior roles to ensure continued relevance. However, the majority of stakeholders viewed this as a negative move, as senior experts remain up to date in a variety of ways, have key institutional knowledge and memory, and are supported by programme teams with new staff members coming in from mine-affected states and other organisations in the immediate mine action sector, as well as related sectors with transferrable skills and knowledge. This 'rule' was discontinued in January 2021 and this was viewed positively by the majority of those interviewed.

To what degree does GICHD have a sufficiently diverse pipeline of funding?

As outlined above, the GICHD has 19 different donors with approximately 50% core funding and 50% earmarked funding. This is viewed internally as sufficiently diverse and has reduced dependence on any one donor. Increased levels of core funding would allow for greater flexibility and agility, though securing this type of funding is beyond the control of the GICHD and reliant on donor funding mechanisms.

To what degree does GICHD have an appropriate technological platform and the capacity to utilise new approaches if required?

The evidence indicates that the GICHD does not have strong internal technological platforms, though external delivery of services does seek to utilise new approaches where

possible. As outlined above, internal IT systems are not seen as fit for purpose. Feedback on external delivery of services using technology was positive, however, with many e-learning courses and other forms of virtual support positively reviewed by external stakeholders. There is also clear evidence of a drive to focus on new technologies and approaches. For example, the GICHD runs a technology workshop every two years which external stakeholders reviewed positively, citing this as an example of the GICHD's commitment to innovation, research, and development.

To what degree does GICHD make use and promote "international Geneva" in enhancing and strengthening their cooperation and coordination with other organisations and stakeholders, in particular among themselves and within Maison de la Paix?

The GICHD seeks to build and leverage strategic networks within 'international Geneva', including with GCSP, DCAF and other organisations situated in Maison de la Paix. There is a clear reference to this goal in the GICHD's strategy under partnerships, with the objective to increase synergies and 'achieve greater coherence and coordination' within the triple nexus and wider security and disarmament efforts. Although there is no concrete action plan or specific roadmap setting out how this will be achieved, there are examples of the GICHD working with the other Centres and organisations where it makes sense to do so. This includes internal logistics within the Centre, though there are still issues with the IT support across all three Centres. Programmatic examples include the GICHD engaging in the MdP Gender and Diversity Hub and contributing to GCSP's 'Leadership in International Security Course' in 2020.

As the Centres return to the office following the global pandemic and the GICHD works to develop its next strategy (2023 – 2026), this offers an opportunity for reflection on how to move forwards within international Geneva and the Maison de la Paix. There is scope for increased synergies in some key areas, including, for example, between AMAT and the Small Arms Survey. There is good evidence of communication between the two organisations, primarily focused on ensuring clear divisions of labour and organisational mandates in relation to ammunition management. Going forwards, this communication and relationship will be helpful in maintaining clear mandates, as well as identifying areas for joint collaboration.

Conclusions

The mandate, strategy, programmes, and approach of the GICHD are all highly relevant and respond effectively to the current needs of the mine action, ammunition management and wider explosive risk reduction sector. The Centre also monitors future trends in anticipation of emerging needs through both formal and informal mechanisms, which contributes to its ongoing relevance of approach. The GICHD is effective at connecting global mine action with national mine action efforts and has excellent convening power with stakeholders in the sector. The Centre is viewed as a lynchpin between multilateral, bilateral and national organisations, experts and implementing partners, moving fluidly between them, and connecting them where necessary. Moving into its next strategic period, the Centre is well positioned to build on its operational, programmatic strengths and continue to engage effectively at international and national levels.

The GICHD is universally viewed as a Centre of Excellence. Key strengths include its excellent reputation; clear niche as a neutral and trusted expert; strong policy and technical expertise and well-established networks at all levels. The priority focus on strengthening the capacity and ownership of mine action at the national level is highly relevant and core to the GICHD's approach. The development and maintenance of the International Mine Action Standards, and support to ensure these inform National Mine Action Standards has been hugely relevant for the sector, and has made important contributions to the effectiveness, efficiency and sustainability of mine action efforts. Support for the Implementing Support Units and Review Conferences for the Ottawa Treaty and Convention on Cluster Munitions is highly appreciated and ensures momentum is maintained towards international mine clearance and land release efforts, as well as safe management of ammunition. The integration of GMAP into the GICHD has strengthened the Centre's approach to mainstreaming gender in its work, as well as supporting its partners to consider gender more effectively. The development of the Information Management System for Mine Action was also relevant for the sector and has strengthened coordination and coherence at the national level. The Centre is adaptable, with a strategy concrete enough to provide clear direction but flexible enough to allow for adaptation or shifts in approach.

The services of the GICHD are still necessary and relevant. The expansion of the GICHD's mandate to focus on explosive risk reduction, coupled with the fact that universal mine clearance is unlikely to be achieved in the near future given delays in clearance and ongoing use of landmines and cluster munitions, means that the services and expertise of the Centre will likely be in demand for a long time. Technical support and guidance on ammunition management is also likely to continue to be in demand. The Centre's approach to sustainability is positive in this regard, linking explosive risk reduction with humanitarian efforts, longer-term development objectives and wider peace goals.

Externally, the GICHD is viewed as an effective and efficient partner; internally, however, there is strong scope for improved organisational effectiveness and efficiency. There are some key issues that need to be addressed as a matter of priority. Leadership and management roles and processes need to be reviewed to move into the next strategic period more effectively. This includes addressing difficult dynamics, improving gender and diversity at senior levels and strengthening transparent and efficient decision-making processes. Internal systems including IT, finance and HR also need to be thoroughly reviewed to improve efficiency and reduce bureaucracy. Key recommendations for moving forwards therefore focus on effectiveness and efficiency.

Recommendations

#	CRITERION	CONCLUSION	RECOMMENDATION
1	Effectiveness	Governance structures: The diverse membership of the Council of Foundation, including donors, mine-affected states and key institutions is positive and contributes to effective engagement that is relevant for international and national actors and contexts. The Advisory Board has not been operational for several years and when it was, was sometimes viewed as 'tokenistic'. The Board needs to be re-established and its operating modalities revisited.	1.1 **Re-establish the Advisory Board with a review of membership and operating modalities to ensure maximum effectiveness of the Board.** Following on from the previous recommendation, ensure a clear mandate for the Advisory Board, including how its mandate links with that of the Council of Foundation and the Management Board.

2	Effectiveness	Leadership and management: There are several serious issues in relation to leadership and management that need to be addressed as priority as they negatively impact on the effectiveness and efficiency of the organisation and have contributed to high levels of frustration amongst staff and low levels of trust in senior leadership. It is important to note that these issues only relate to certain members of the senior leadership cadre. These issues include: • The response from some aspects of senior leadership to the ongoing internal crisis is not perceived as effective and staff feel the issues – which have been reportedly building up for years – are not being taken seriously or dealt with effectively. • Decision-making processes are seen as both opaque and inefficient. Consultative approaches to 'collective intelligence' and decision-making are neither effective nor efficient. • The current focus of senior leadership and management is perceived to be on Geneva/policy rather than on programmes. Related to this is the fact that most people on the management board do not have operational experience. • There is a perceived divide between the Admin and Finance Division and other Divisions which has negatively impacted on staff dynamics and levels of support provided.	2.1 **Commission an independent, impartial review of leadership and management with a key objective of developing a strategy to address the ongoing issues reported by staff.** This would have the dual objective of demonstrating to staff that the issues are being taken seriously and addressed as effectively as possible, and tangibly address the issues and take concrete steps to move forwards effectively. 2.2 **Reconfigure the composition and operating modalities of the Management Board.** In line with recommendation 1.1, there should also be a clear mandate for the Management Board. The composition should be more balanced to include a greater focus on programmes and operations and have a stronger gender and diversity balance. Operating modalities – including frequency, scope of meetings and decision-making processes – should be clarified to ensure optimal effectiveness and efficiency. 2.3 **Empower the Chief of Mine Action Programmes to focus more on programmes and operations and less on internal processes, with have more decision-making power over programmes.** Mine action programmes, including standards and operations, information management, GMAP and strategies, performance and impact remain core to the GICHD's mandate and approach. As such, the Chief of Programmes ought to have more control over how these are developed and implemented, and more time working with teams to develop them. All Heads of Division should be further empowered to implement the strategy, with senior leadership supporting this through transparent decision-making processes and ensuring Heads of Division have the power to make key decisions as they relate to their divisions.

			2.4 **Streamline decision-making processes to make them more effective and efficient, whilst ensuring transparency to the greatest extent possible.**
3	Effectiveness	RBM: RBM has improved considerably within the GICHD and is now well embedded organisationally. This has contributed to more effective reporting and tracking of progress. However, there is still scope for improvement within the next strategic period. For example, the current RBM framework has a lack of qualitative indicators and there is a conflation between outcome and output level indicators. Staff also do not have the time/capacity to use the data for programme/project adaptation.	3.1 **Include a greater balance between qualitative and quantitative indicators in the next RBM, with a clear definition of what these mean and how they will be tracked.** As part of this, ensure a clear understanding of outputs and outcomes. This will allow data to go beyond numbers and ensure qualitative data supports effective decision-making and planning. 3.2 **Recruit a Monitoring, Evaluation and Learning focal point to support programme staff.** This includes support to analyse and use the data gathered through the RBM to support adaptation where necessary.
4	Effectiveness	Gender and diversity in the workplace: Although there is a good gender balance among programme officers, programme managers and technical advisors, there is a lack of gender and diversity at the most senior levels of the organisation. There is no HR strategy currently in place to address this.	4.1 **Develop a HR strategy to support the promotion of gender and diversity within the workplace, with a focus on senior management positions.** Gender and diversity are well integrated in the GICHD's strategy but this is not reflected internally through the inclusion of more women and diverse backgrounds at senior leadership levels. A HR strategy would include an assessment of the institutional barriers to progression and a plan to mitigate them.

5	Efficiency	Internal systems: Feedback from staff was universally negative on internal systems, including IT, finance and HR systems which are not viewed as fit for purpose and negatively impact the efficiency of the organisation. HR systems are seen as slow and unsupportive.	5.1 **Review internal systems to ensure they are fit for purpose.** This includes an assessment of current IT support resources to ensure adequate levels of support to staff, as well as access to IT services and packages. It also includes examining internal IT systems such as SharePoint to ensure this is being used effectively and staff are supported in its use. The finance system needs to be thoroughly reviewed to ensure this is accessible and user-friendly, supporting staff in their work and not diverting time and resources from core operations. HR systems such as recruitment processes need to be revised to make them more efficient, and general HR support needs to be reviewed to ensure support for staff at all levels. One option to link recommendations in section 2 with strengthening HR systems would be to introduce a 360-appraisal system as part of management systems, ensuring this is tailored to be fair, transparent and not overly time-consuming. This would also allow for a better blend of bottom-up and top-down management approaches.
5	Efficiency	IT provision across all three centres: At present GCSP provides IT support to all three centres. There are different views across the centres as to how successful this arrangement is for them.	6.1 To collectively review the provision of IT services and support provided by GCSP and how effectively the arrangement is working across all three centres and how it might be optimised.

Annex 2: List of Documents

DCAF, 2018, DCAF Management Response 2018 Evaluation
DCAF, 2018, Pooled Fund Programme Document
DCAF, 2019, DCAF Annual Report 2018
DCAF, 2019, DCAF Audit Report and Financial Statements 2018
DCAF, 2019, DCAF Performance Report 2018
DCAF, 2019, PIBP Factsheet
DCAF, 2020, DCAF Annual Report 2019
DCAF, 2020, DCAF Audit Report and Financial Statements 2019
DCAF, 2020, DCAF Performance Report 2019
DCAF, 2020, PFMK Factsheet
DCAF, 2021, DCAF Annual Report 2020
DCAF, 2021, DCAF Asia Pacific Regional Strategy 2021-2024
DCAF, 2021, DCAF Audit Report and Financial Statements 2020
DCAF, 2021, DCAF Europe and Central Asia Regional Strategy 2021-2024
DCAF, 2021, DCAF Latin America and Caribbean Regional Strategy 2021-2024
DCAF, 2021, DCAF MENA Regional Strategy 2021-2024
DCAF, 2021, DCAF Performance Report 2020
DCAF, 2021, DCAF Strategy 2020-2024
DCAF, 2021, DCAF Sub-Saharan Africa Regional Strategy 2021-2024
DCAF, 2021, Factsheet Intelligence and Security Sector Reform Programme in North Macedonia (2021-2026)
DCAF, 2021, Newsletter - Intelligence and Security Sector Reform Programme in North Macedonia (2021-2026)
DCAF, 2021, NORAD PCIB Report: Annex 05 Executive Summary
DCAF, 2021, NORAD PCIB Report: Annex 06 - Jan – Jun 2021: Milestones
DCAF, 2021, Partner Testimonials Final
DCAF, 2021, PCIB Factsheet
DCAF, 2021, PFMK - Final Report to Donors
DCAF, 2021, ProDoc Intel and Security Sector Reform (2021-2026)
DCAF, 2021, RBM Annual Report - PCIB

DCAF, 2021, Results Framework Phase II and phase III - INTELLIGENCE AND SECURITY SECTOR REFORM PROGRAMME IN THE REPUBLIC OF NORTH MACEDONIA
DCAF, 2022, Indicator Guide Draft
DCAF, 2022, Objective 4 RF
DCAF, 2022, RBM review process summary in bullet points
FDFA, 2018, Federal Council Dispatch 2020-2023
FDFA, 2018, Management Response to the Evaluation Report on the Geneva Centres GCSP, GICHD and DCAF
FDFA, 2019, Switzerland in the world 2028
FDFA, 2020, DCAF Framework Agreement 2020-23
FDFA, 2020, GCSP Framework Agreement 2020-23
FDFA, 2020, GICHD Framework Agreement 2020-23
FDFA, 2020, Swiss Foreign Policy Strategy 2020-23
GCSP, 2018, GCSP Management Response 2018 Evaluation
GCSP, 2019, GCSP Annual Report 2018
GCSP, 2020, Framework for the Defence Attaché (DA) Courses 2020/21
GCSP, 2020, GCSP Annual Report 2019
GCSP, 2021, Financial Report - 9th Orientation Course for Military Officers, Diplomats and Senior Officials involved in Defence and Diplomacy (“Orientation Course”)
GCSP, 2021, Intermediate Course report - 9th Orientation Course for Military Officers, Diplomats and Senior Officials involved in Defence and Diplomacy (“Orientation Course”)
GCSP, 2021, List of Participants - 9th Defence Attaché Orientation Course in Defence and Diplomacy
GCSP, 2021, Program - 9th Orientation Course for Military Officers, Diplomats and Senior Officials involved in Defence and Diplomacy (“Orientation Course”)
GCSP, 2021, Project Proposal - 9th Orientation Course for Military Officers, Diplomats and Senior Officials involved in Defence and Diplomacy (“Orientation Course”)
GICHD, 2018, GICHD Management Response 2018 Evaluation
GICHD, 2019, GICHD Annual Report 2018
GICHD, 2019, GICHD Strategy 2019-2022
GICHD, 2020, AMAT (GICHD) Strategy 2019-2022
GICHD, 2020, GICHD Annual Report 2019
GICHD, 2020, Study - The Socioeconomic Impact of Employing Female Deminers in Sri Lanka
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GICHD, 2021, Mid-term strategy review - MAS
GICHD, 2021, Sri Lanka - donor meeting
Government of Sri Lanka, 2018, Sri Lanka Mine Action Strategy 2016-2020
Government of Sri Lanka, 2021, Sri Lanka Completion Process - summary
MdP, 2020, 3 centres Rapport d'Activites - Avril - Septembre 2020
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