



# STRATEGY

## 2023-2026



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# THE GICHD

Every year, across the world, civilians bear the brunt of explosive ordnance, in terms of lives lost or irreparably damaged, as survivors and their families struggle with the physical, psychological, social, and economic consequences of explosive ordnance accidents.

The presence of explosive ordnance is not just a threat to the safety and well-being of individuals. It is also a key obstacle to the timely and effective delivery of humanitarian aid, post-conflict stabilisation, recovery and reconstruction, peace, and sustainable development.



**The Geneva International Centre for Humanitarian Demining (GICHD)** works to reduce risks to communities stemming from explosive ordnance. The Centre was founded in 1998 on the initiative of Switzerland to promote international cooperation in the humanitarian demining sector, with a particular focus on addressing threats posed by anti-personnel landmines. Over time, in line with changes in the global normative framework and operational environment, the Centre has broadened its activities to reduce the risks posed by all types of explosive ordnance: landmines, cluster munitions, explosive remnants of war and unsafely and insecurely managed conventional ammunition.

The Centre helps develop and professionalise explosive ordnance risk reduction — mine action and ammunition management activities aiming to reduce the risks posed by explosive ordnance — for the benefit of its partners: national and local authorities; donors; the United Nations and other international organisations; regional and non-governmental organisations; commercial operators and academia. It does so by providing four distinct and mutually reinforcing lines of service: generating knowledge; disseminating knowledge; supporting the codification of knowledge; as well as fostering partnerships, dialogue, and cooperation.

The Centre operates upstream, helping national authorities take charge of their own programmes and focusing on the development of appropriate strategies, standards, and management frameworks. National programmes run more effectively and efficiently as a result of the Centre's interventions; the speed of operations is enhanced, and costs are reduced.

The GICHD fosters the development and implementation of global norms and standards by providing expert support to relevant international instruments and processes, most notably the Anti-Personnel Mine Ban Convention (APMBC), the Convention on Cluster Munitions (CCM) and the Convention on Certain Conventional Weapons (CCW). It plays a central role in the governance of the International Mine Action Standards (IMAS) and in the development, review, and implementation of both IMAS and International Ammunition Technical Guidelines (IATG). Finally, the Centre promotes partnerships, dialogue, and cooperation at global, regional, and national levels.

The GICHD takes advantage of its location in the Maison de la paix in Geneva to cooperate closely with organisations dedicated to humanitarian action, development, disarmament, gender and diversity, equality and inclusion, peace, and security, as well as academic institutions, making it well positioned to help form linkages between these efforts. With more than 90 staff from around 30 countries and speaking several languages, the GICHD brings diverse backgrounds and expertise to its partners.

# THE WORKING CONTEXT



## Global context

As in the GICHD's previous strategic cycle (2019-2022), the global context continues to be characterised by severe, protracted and increasingly fluid conflicts, in which the line between 'war' and 'peace' is blurred; large-scale humanitarian crises fed by violence, climate change, political instability or economic insecurity; high levels of forced displacement; and shrinking humanitarian space.

The onset of the Covid-19 pandemic and the associated global response had and still have a direct impact on the way entire sectors deliver their services in a context of significant mobility restrictions and competing assistance priorities. Travel restrictions also brought increased emphasis to the debate on localisation, further highlighting the need for international assistance approaches that promote the establishment of nationally owned and sustainable responses.

The call to better explore connections between explosive ordnance risk reduction and global agendas has also become stronger, emphasising the need to join efforts across different areas of work in the interest of greater efficiency and improved results. This has strengthened efforts to reframe the value of mine action as an enabler of humanitarian efforts, development, and peace.

Ammunition management has experienced a similar push towards more holistic approaches. In its final report, the UN Group of Governmental Experts (GGE) on conventional ammunition<sup>1</sup> highlighted the need to explore the "coherent integration of through-life ammunition management measures into conflict prevention, peacebuilding and sustaining peace and sustainable development frameworks".<sup>2</sup>

The question of quantity and quality of funding runs through both debates, with concrete implications for planning and implementation of explosive ordnance risk reduction programmes. In quantitative terms, global funding amounts have largely remained constant, with a small number of donors shouldering the largest part of yearly total contributions to mine action and ammunition management. On the other hand, needs are not diminishing, and international funding remains critical for national programmes. These trends are making the funding environment increasingly competitive, with the consequent push to explore innovative sources of financing.

In qualitative terms, the prevalence of short-term and earmarked funding, usually channelled through large international organisations, has made it difficult for local organisations to benefit from such support. These funding practices have also promoted emphasis on short-term goals,

with measurable outputs that show actual results at the end of a financial cycle. In mine action, for example, this has resulted in the largest amounts of funding going to clearance activities and difficulties in finding sufficient resources for longer-term goals (e.g. relating to the socio-economic reinsertion of victims) or for activities that are better assessed via qualitative instead of quantitative measurements (e.g. advocacy and policy work, especially at the international level).



<sup>1</sup> Group of Governmental Experts on problems arising from the accumulation of conventional ammunition stockpiles in surplus, established with UNGA resolution 72/55, 12 December 2017.

<sup>2</sup> UNGA document A/76/324, 14 September 2021, para. 74.

## Normative context

Recent conflicts are putting pressure on norms against the use of anti-personnel landmines and cluster munitions while, at the same time, highlighting the need to further broaden the membership of relevant legal instruments — APMBC, CCM and CCW — and for an undiminished commitment towards their full implementation.

In the framework of both the APMBC and CCM, diverse challenges have hindered completion of clearance. The number of states with outstanding obligations (33 in the APMBC and 10 in the CCM), the discovery of previously unknown contaminated areas and the recontamination of cleared territories in some countries make it clear that the 'landmine free by 2025' and 'cluster munition free by 2030' goals will hardly remain realistic.

Significant developments have marked ammunition management, with the successful conclusion of the work of the GGE on conventional ammunition and the subsequent establishment of an open-ended working group mandated “to elaborate a set of political commitments as a new global framework that will address existing gaps in through-life ammunition management”.<sup>3</sup>



## Operational context

Even against the backdrop of severe crises and an evolving global landscape, many of the challenges that characterised the operational context in the previous strategic period continue to persist. The world still faces significant levels of contamination by landmines, cluster munitions and explosive remnants of war, with continuing severe consequences on people's lives and on entire communities' post-conflict stabilisation, reconstruction, and long-term development. Urban contamination and the

specific challenges it poses to mine action efforts; the involvement of non-state armed groups in current conflicts; the growing use of improvised explosive devices and new contamination also continue to characterise the operational environment for explosive ordnance risk reduction.

The fluidity of conflicts makes the identification of a clear post-conflict phase harder. Consequently, explosive ordnance risk reduction interventions continue to move

closer to conflicts and to be implemented in highly unstable environments, where the lack of control by central authorities on parts of the territory and, on occasion, regional ramifications of armed violence, result in difficulties of access and increased risk for in-country activities. In turn, high instability further exacerbates the risk of accidental explosions of ageing or inadequately stored ammunition and of the diversion of unsecured ammunition.

Large population displacements, which increase the risk of civilians' exposure to explosive harm, and an increase in civilian casualties from explosive ordnance over the past decade have contributed to renewed global attention to the role of explosive ordnance risk education in preventing casualties, an area of activity that has received comparatively less attention and financial support than other mine action pillars.

<sup>3</sup> UNGA resolution 76/233, 30 December 2021.

# KEY STRATEGIC IMPLICATIONS



Mission of the Ammunition Management Advisory Team in Bata, Equatorial Guinea, 2021 ©GICHD/UNODA



## From transition to consolidation

With the 2019-2022 Strategy, the GICHD launched a period of significant transition. While continuing to strengthen activities in its traditional areas of work — including information management, mine action standards development and dissemination, support for the implementation of international humanitarian law — the Centre expanded into the thematic areas of gender, diversity, equality, and inclusion; ammunition management; and explosive ordnance risk education (EORE). Institutionally, this thematic expansion was reflected in the integration of the Gender and Mine Action Programme into the Centre; the creation within the Centre of the Ammunition Management Advisory Team, as a joint initiative between the Centre and the UN SaferGuard Programme; and the establishment of the EORE team, all in 2019.

Underpinning this thematic and institutional transition was a shift in the Centre's strategic narrative, from humanitarian demining towards the reduction of risks

stemming from a broad range of explosive ordnance, including those from ammunition stockpiles that are managed unsafely and insecurely.

Against the backdrop of an operational context that has not fundamentally changed in the past four years, where the presence of explosive ordnance continues to have severe humanitarian, social, and development consequences, this narrative of risk reduction remains crucial to the lives of millions of people around the globe. On the ground as well as at policy level, the need for the services and expertise currently offered by the GICHD remains high.

Accordingly, in the next strategic period the Centre will move from a phase of transition and thematic expansion to one of consolidation. It will continue to help develop and professionalise explosive ordnance risk reduction at the normative, policy and operational levels and to pursue innovative, tailored, and sustainable solutions to existing and emerging challenges.

## Work closer to conflict

In recent years, the Centre has worked in areas characterised by instability and sometimes active conflict. In such situations, for example in Libya, Syria, Ukraine, and Yemen, the GICHD has typically intervened in cooperation with, or under the umbrella of, the United Nations and regional organisations, such as the Organization for Security and Co-operation in Europe. These experiences show that, in a context in which active hostilities make full-scale humanitarian demining efforts impossible, some activities may still be implemented to reduce the threats posed by explosive ordnance. Supporting information management, for instance, allows the coordinated gathering and sharing of information to map areas where explosive ordnance threats exist and defining possible humanitarian actions, while also building the basis for evidence-based planning and

prioritisation in the post-conflict phase. In addition, supporting EORE remains critical to ensure that civilians are aware of the dangers posed by explosive ordnance and know how to behave to avoid accidents.

Moving forward, the Centre will pay increased attention to conflict-sensitive approaches, pursuing two main objectives: on the one hand, to reduce explosive ordnance threats to civilians while respecting the humanitarian principles of humanity, neutrality, independence, and impartiality, and ensuring that its interventions have no adverse consequences, in line with the 'do no harm' principle. On the other hand, to leverage the transformative role of its interventions in laying the foundations for post-conflict stabilisation, reconstruction, and long-term development.

## Continue promoting national ownership

In its operations, the GICHD has traditionally focused on strengthening national capacities and promoting national ownership and good governance, to help partners develop innovative, tailored, and

sustainable responses to the problems posed by explosive ordnance. This modus operandi is fully, albeit implicitly, aligned with the localisation agenda to promote responses that are “as local as possible”

and “as international as necessary” and will be pursued further. Such an alignment is reflected explicitly in this Strategy, particularly in the definition of the GICHD’s mission and working principles.

## Continue exploiting the enabling and transformative role of risk reduction

Since 2017, the GICHD has played a central role in identifying and operationalising connections between mine action and the 2030 Agenda for Sustainable Development. This has been a key element in the Centre’s efforts to ensure that explosive ordnance risk reduction is pursued not only for its own value, but also to enable and strengthen broader agendas, most notably relating to humanitarian action, development, and peace. In the new strategic cycle, greater emphasis will be placed on this approach, including from an environmental perspective, with a view to pursuing greater efficiency and better results for partners.

Project planning and implementation in explosive ordnance risk reduction have also helped develop good practices relating to transparency, accountability, and democratic oversight in security governance, as well as to gender and diversity mainstreaming. As such, efforts to reduce risks from explosive ordnance have, and continue to contribute to good governance and the promotion of equality and inclusion.



Staff visit to Ukraine ©Courtesy of DRC Ukraine

## New Strategy structure

The GICHD's expansion into new areas of work has led to a substantial increase in the Centre's size, with the consequent growth in financial needs and greater organisational complexity. Such growth took place rapidly and entailed significant diversification in terms of staff professional profiles. It also took place against the backdrop of a constantly evolving working environment and changing work modalities, both of which were heavily affected by the global pandemic.

These developments required continued adjustments to the GICHD's internal set-up, ultimately prompting a coherent and in-depth process of introspection to identify how the Centre could continue to achieve effective results while remaining efficient and in sync with its core values and working principles.

One of the key conclusions of this process was the realisation that clear strategic objectives and defined priorities must guide the Centre's work not only externally, in terms of activities, but also internally,

in terms of managing human and financial resources. This realisation grounded the new Strategy structure, comprising three pillars: the **Theory of Change** describes the purpose of the Centre and the impact it aims to achieve, distilled into strategic objectives and outcomes; the **Financial Pillar** lays out the priorities the Centre will pursue to improve financial sustainability and efficiency in resource management; the **Institutional Pillar** summarises how the Centre will adapt its own structures and processes to be fit for purpose and in sync with its core values and working principles. A coherent system of monitoring and evaluation will be applied to measure progress in each of these pillars and collect evidence that will provide the foundation for strategic steering, activity planning, and reporting. The principles and methods employed as part of monitoring and evaluation are outlined in the final section of this Strategy.



# 2023-2026 STRATEGY

## MEANS

Financial Pillar



## RESULTS

Theory of Change



## PEOPLE

Institutional Pillar



MONITORING & EVALUATION

# CORE VALUES & WORKING PRINCIPLES



## Core values and working principles

The Centre is guided by the core values of trust, inclusion, learning, respect, accountability, and innovation and follows six working principles across the board of its activities. These working principles reflect the GICHD’s humanitarian essence and awareness of the need for a conflict-sensitive approach, as well as the Centre’s pursuit of a collaborative approach that promotes national ownership and integrates gender, diversity, and environmental considerations in its daily work.

### CORE VALUES



#### TRUST

We work with utmost integrity, communicating transparently and honestly



#### LEARNING

We are humble and strive to continuously improve to maximise impact



#### ACCOUNTABILITY

We are accountable to each other, our partners and those who support us, driven by needs and impact



#### INCLUSION

Diversity, equality, and inclusion are central to who we are and how we work



#### RESPECT

We are collaborative, valuing diverse perspectives with a compassionate and empathetic mindset



#### INNOVATION

We are creative and agile in the face of challenge and empowered to take risks to accelerate change

### WORKING PRINCIPLES

1

Uphold the humanitarian principles of humanity, neutrality, impartiality, and independence

2

Adopt a conflict-sensitive approach to minimise negative impacts and maximise positive impacts of the Centre’s interventions

3

Embrace a spirit of interconnectedness and partnership, building on partners’ comparative advantages

4

Support the development of institutions, processes, and capacities as a means for sustainable, nationally owned responses

5

Mainstream gender and diversity considerations in all aspects of the Centre’s work, promoting participation and inclusivity

6

Integrate environmental considerations in all aspects of the Centre’s work

# THEORY OF CHANGE



## Vision and mission

The GICHD is guided by the vision of a world free from the risks posed by all types of explosive ordnance, in which both individuals and communities can thrive. In such a world, people are safe from the threat of physical harm and its immense psychological, social, and economic consequences. They live in communities where explosive ordnance is no longer an obstacle to livelihoods and does not limit access to fundamental services. Individually, as well as collectively, they can work towards a just, stable, inclusive, and sustainably prosperous society.

To attain this vision, the GICHD helps partners at all levels, starting with national authorities, to establish the key ingredients that are necessary for them to address the risks posed by explosive ordnance in a safe, effective, and efficient way. The Centre promotes solutions that are innovative, to ensure that the sector adapts to evolving challenges; tailored, to respond to the specific context in which they are to be employed; and sustainable, to foster the long-term perspective of explosive ordnance risk reduction and the corresponding need for nationally owned responses.



### VISION

A world free  
from explosive  
ordnance  
risks, where  
communities  
thrive



### MISSION

The GICHD helps  
to develop and  
professionalise  
explosive ordnance  
risk reduction,  
promoting  
innovative, tailored,  
and sustainable  
solutions



## Impact

The GICHD's Strategy is underpinned by a Theory of Change divided into strategic objectives and outcomes, which allow the Centre to clarify its line of sight, measure progress effectively, identify its specific contribution to the changes observed, and report on its results and related use of resources.

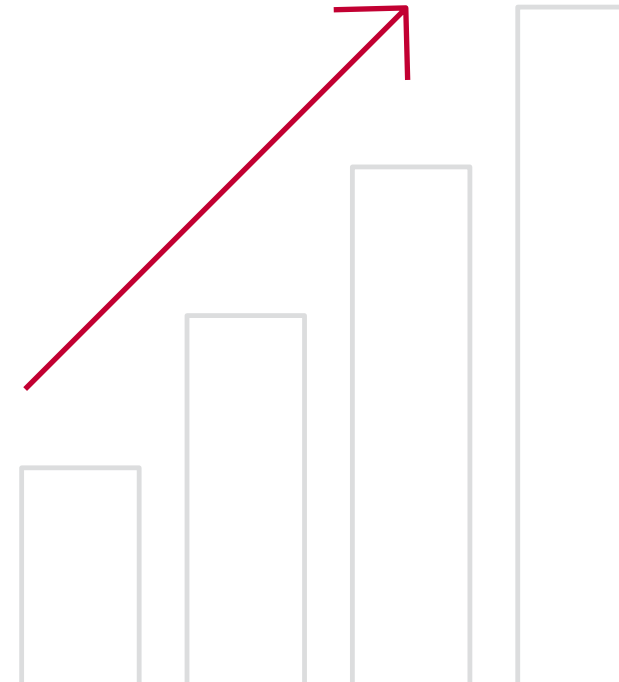
*Strategic objectives* refer to long-term improvements in society that require collective action to be achieved. At this level, the GICHD's contribution is essential but not sufficient on its own, making it difficult to measure precisely the impact of the Centre's interventions.

In continuity with the 2019-2022 Strategy, strategic objectives will focus on the implementation of relevant international instruments; the protection of communities; linkages with broader agendas; and the promotion of gender, diversity, equality, and inclusion.

*Outcomes* depend on behavioural changes that are more directly influenced by the GICHD's activities. As such, their fulfillment can be more easily attributed to the Centre's work. Compared to the 2019-2022 Strategy, the number of outcomes has been consolidated (from eleven to five), both to convey the essence of the GICHD's mission in a simplified and more straightforward way, and to stimulate a 'one-GICHD approach', in which results at the outcome level are achieved through cross-divisional and cross-thematic approaches.

These outcomes are structured around the following thematic areas:

- International frameworks, which constitute the globally agreed basis for action in the sector;
- National frameworks, which provide the basis for translating international commitments into national policies and programmes;
- Safe, effective, and efficient operations across the range of mine action and ammunition management;
- Gender and diversity mainstreaming, and the promotion of equality and inclusion, which help develop the structures, processes, and capacities that are necessary for interventions to be inclusive and beneficial for all; and
- Links with global agendas, which promote explosive ordnance risk reduction as an enabler of broader policy goals relating to humanitarian action, development, and peace.



STRATEGIC

# OBJECTIVES



International obligations are fulfilled, national targets are reached



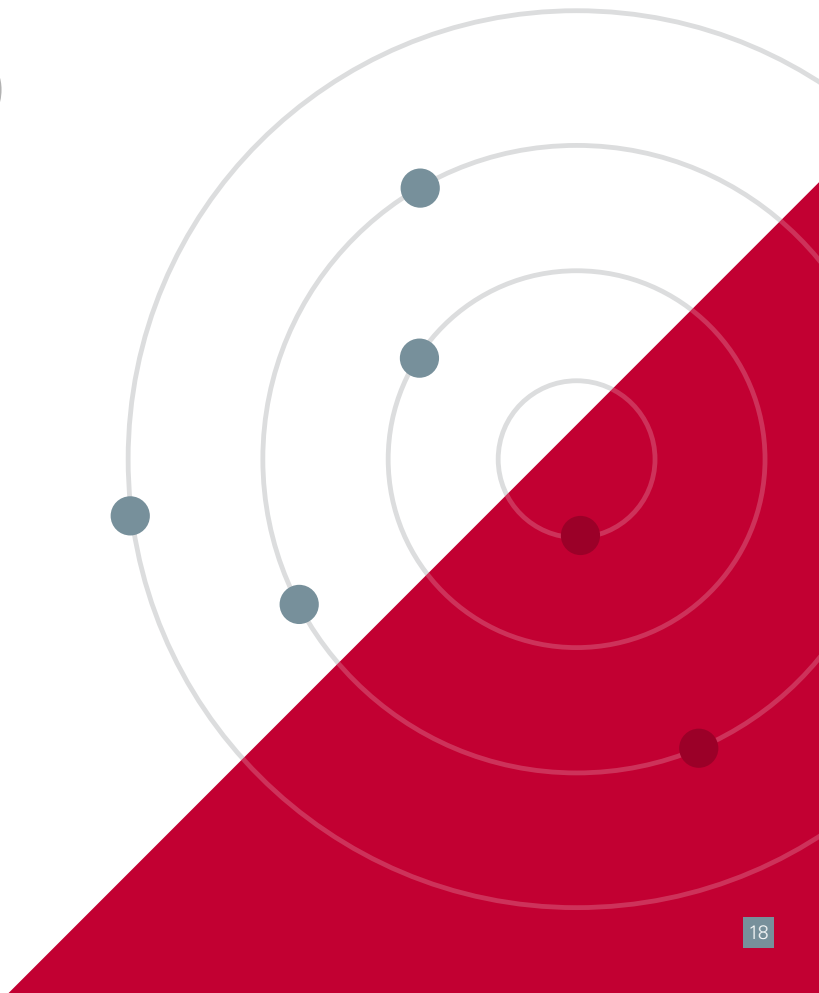
Communities' protection from and resilience to explosive harm are enhanced



Explosive ordnance risk reduction enables humanitarian action, development, and peace



Explosive ordnance risk reduction advances gender equality, diversity, and inclusion



# OUTCOMES

1 

**Multilateral processes are informed by evidence and supported by expert advice**

2 

**National responses are framed by strategies, regulated by up-to-date standards, and enabled by information management**

3 

**Operations are implemented safely, effectively, and efficiently**

4 

**Gender and diversity are mainstreamed, and equality and inclusion promoted in explosive ordnance risk reduction**

5 

**The impact of explosive ordnance risk reduction is enhanced through connections with global agendas**

## Services

The GICHD carries out its mission through the provision of four distinct and mutually reinforcing lines of service:



Generating knowledge

The Centre generates knowledge products (analyses, concepts, methods, and tools) to strengthen and broaden the knowledge base required towards enhancing the effectiveness, efficiency, and sustainability of explosive ordnance risk reduction. Our knowledge products are developed through a collaborative and needs-based approach by distilling lessons learnt from the field and taking full advantage of the latest analytical, conceptual, methodological, and technological advances.

Disseminating knowledge

The Centre disseminates knowledge to partners at global, regional, and national levels to strengthen their level of information, capacities, and capabilities. Knowledge products (analysis, concepts, methods, and tools) are contextualised responding to partners' varied needs and interests. Dissemination is carried out in diverse ways using a variety of methods (information, advice, and training) and tools (online, hybrid, and in person). We will give priority to national actors, in particular national authorities and national operators, to develop local capacities and support national ownership. Relationships, cooperation, and exchange with local actors are vital to understand contexts and needs.

Supporting the codification of knowledge

The Centre supports the development and strengthening of standards and norms at global, regional, and national levels. We do so to promote international normative frameworks and to ensure that field operations are conducted in accordance with good practice. We work within the frame provided by the respective governance bodies of the IMAS and the IATG and partner with mine action and ammunition management stakeholders in this regard.

Fostering partnerships, dialogue, and cooperation

The Centre fosters partnerships, dialogue, and cooperation at global, regional, and national levels. In doing so, we rely on our unique convening position and aim primarily, but not exclusively, to uphold and strengthen the support we provide to partners through our other lines of service. Strengthened trust with partners and the establishment of strategic professional networks are concrete manifestations of our role in fostering partnerships, dialogue, and cooperation.

## Partners

In all its activities, the GICHD relies on long-term partnerships with actors who play a role in reducing risks from explosive ordnance: national and local authorities, donors, the United Nations, other international and regional organisations, non-governmental organisations, commercial companies, and academia. Such partnerships are fundamental to increase active participation and ownership by those who are primarily affected by explosive ordnance; the relevance and effectiveness of interventions; and, where possible, coordination, to minimise overlap and redundancies.

In recent years, the Centre has made significant efforts to build strategic networks with relevant stakeholders, including those located in International Geneva and the Maison de la paix, to achieve greater coordination and coherence across humanitarian, development, disarmament as well as peace and security efforts. As part of these efforts, for instance, the GICHD is an active member of the Mine Action Area of Responsibility of the Global Protection Cluster and the Geneva Peacebuilding Platform. The GICHD also regularly contributes to training programmes and courses organised by partners engaged in areas beyond explosive ordnance risk reduction.



# FINANCIAL PILLAR



**The financial pillar** provides strategic direction towards two interrelated objectives: ensuring a level of financial resources that is adequate to deliver impact in line with the 2023-2026 Strategy and developing the structures, processes and tools that allow these resources to be efficiently managed.

Guided by these objectives, the financial pillar identifies the following specific outcomes and corresponding outputs in four areas: funding, budgeting, cost efficiency, and financial risk management:

<p><b>1</b></p> <p><b>Funding quality is improved</b></p> <hr/> <p><b>1.1</b> Core/flexible funding is prioritised</p> <hr/> <p><b>1.2</b> Multi-year agreements are prioritised</p> <hr/>	<p><b>2</b></p> <p><b>Budgeting reflects needs and results</b></p> <hr/> <p><b>2.1</b> Budgeting and planning are aligned</p> <hr/> <p><b>2.2</b> Budgets are reviewed and adjusted based on results</p> <hr/>	<p><b>3</b></p> <p><b>Cost efficiency is enhanced</b></p> <hr/> <p><b>3.1</b> Procurement processes are regularly assessed</p> <hr/> <p><b>3.2</b> Overhead costs are kept as low as possible</p> <hr/>	<p><b>4</b></p> <p><b>Financial resilience is increased</b></p> <hr/> <p><b>4.1</b> Appropriate level of reserve is defined</p> <hr/> <p><b>4.2</b> Appropriate level of liquidity is defined</p> <hr/>
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An action plan has been established to implement the financial pillar, fitted with a monitoring framework that will allow the Centre to measure progress, adapt, and report on this pillar, as well as to inform strategic steering.



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## Funding

Over the last strategic period (2019-2022), 72 per cent of the total income derived from contributions from six donor countries: Canada, Germany, the Netherlands, Sweden, Switzerland, and USA. Institutional funding represented 70 per cent of the overall income, with the remaining 30 per cent granted by international organisations and other donors. Around a third (33 per cent) of total revenues came from multi-year contributions, going from a minimum of two to a maximum of four years.

In 2022, four donors (13 per cent) provided core funding; three (10 per cent) provided funding that is restricted but flexible (not specifying allocation rules across categories of expenditure, e.g. salaries or operational costs). Seven donors (23 per cent) provided both core and flexible contributions. Core and flexible contributions constituted 58 per cent of the GICHD's income for the year. Core contributions, however, are also subject to specific conditions relating to their distribution that vary amongst donors.

For the next four years the primary source of funding will remain institutional. In addition, the GICHD will privilege donor-beneficiary relations that allow multi-year and core funding, as these provide greater flexibility in adjusting funding allocations across the Centre's activities, based on support needs on the ground as well as on the yearly monitoring of results.

Alternative funding sources will not be excluded but will also not be prioritised, given that these will unlikely be able to reach sufficient levels in the short to medium term.

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## Budgeting

The thematic expansion of the 2019-2022 strategic cycle entailed a significant growth in the Centre's size and corresponding budget increase. The annual budget grew from an average of 14.7 million CHF/year in 2015-2018 to an average of 20.1 million CHF/year in 2019-2022. As part of the transition from expansion to consolidation, the GICHD aims to keep constant budget levels from 2023 to 2026.

Requirements specified in donor agreements are taken into account in the budgeting and internal resource allocation process. In the next strategic cycle, the GICHD will strengthen the budgeting process to ensure that funding allocations of flexible and core contributions respond to stakeholders' needs, assistance requests by partners, and overall progress towards fulfilling the 2023-2026 Strategy. Results monitoring will also provide the necessary information to review and, if necessary, update resource allocations as part of the overall, regular process of strategic steering.

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## Cost efficiency

The GICHD will aim to enhance cost efficiency by acting on two main fronts: procurement costs and overhead costs.

On the first, the Centre will analyse current cost components to identify possible ways to decrease procurement costs and manage resources more efficiently, most notably in relation to outsourcing and service/materials acquisition.

On the second, the GICHD will aim to keep overhead costs at the lowest level possible, including by exploring options for cost-sharing on administrative and support expenses with the other Geneva Centres (the Geneva Centre for Security Sector Governance and the Geneva Centre for Security Policy) that take advantage of economies of scale to reduce costs.

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## Financial resilience

With the aim of building greater resilience against unexpected cash flow shortages, unforeseen expenses arising from ongoing operations or unpredicted crises that have financial implications, the GICHD will look to define an adequate liquidity level and increase its level of reserve.

As a basis for this, the GICHD will elaborate a policy on the purpose and use of reserves, defining goals for reserve funds and describing clear conditions for their use. Consultations with donors will be conducted as part of this process, to ensure that the Centre's approach to the issue of operational reserve is in line with relevant legal requirements and limitations.



# INSTITUTIONAL PILLAR



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The capacity to adapt to changing working environments and evolving needs is fundamental for the GICHD to achieve its strategic objectives. This applies not only to the way of working externally, but also to the way of functioning internally. In this phase of consolidation, the Centre aims to update and modernise its internal practices towards building a thriving, efficient, and effective organisation that maximises the potential of its people.

The **institutional pillar** responds to the process of introspection referred to above and includes findings and recommendations from an independent external analysis conducted in 2022. In line with these, the Centre will improve overall frameworks, structures, and procedures to support and manage its most critical asset: its people.

This response reaffirms and systematises the fundamental organisational approach to continuous improvement, based on monitoring, learning, and adapting.

The GICHD defines institutional development as a mindset shift that:

- Identifies what is needed from people, structures, and processes to achieve impact;
- Promotes trust, accountability, growth, and collective learning to achieve results;
- Cultivates a positive work culture based on the Centre's core values;
- Is part of a long-term organisational commitment to build a healthy organisation.

In practice, this means that everyone at the Centre can contribute at their best, feel valued, and see their potential maximised in the context of effective and sustainable

structures and processes. The institutional pillar is about empowering and supporting people to deliver impact. It is guided by a people-centred objective:

the GICHD is a thriving organisation where people are empowered and supported to deliver impact

A thriving organisation begins with fostering and living a culture that reflects core values. Supporting all the work of the GICHD, core values are fundamental beliefs that both define the organisation and guide the Centre in what it does and how it does it. Living core values will build and reinforce trust and support well-being, all of which are critical to success.

To drive change and deliver impact together, the Centre must consistently apply inclusive, fair, and transparent practices and systems. This will ensure a safe and inspiring working environment where everyone is empowered and trusted. Transformational leadership, consistent planning, and effective communication are critical enablers to allow everyone at the Centre to thrive.

To achieve the objective that **the GICHD is a thriving organisation where people are empowered and supported to deliver impact**, the institutional pillar is guided by four outcomes and corresponding outputs:



<p><b>1</b></p> <p>Everyone contributes to an inclusive and enabling culture, creating a healthy working environment</p>	<p><b>2</b></p> <p>Investment in people maximises individual potential and collective capabilities to deliver impact</p>	<p><b>3</b></p> <p>Policies and procedures are efficient and agile to strengthen impact</p>	<p><b>4</b></p> <p>Ways of working ensure timely and effective responses to sector needs</p>
<p><b>1.1</b></p> <p>Employee engagement is robust across the organisation</p>	<p><b>2.1</b></p> <p>Employment conditions and benefits are fair and transparent</p>	<p><b>3.1</b></p> <p>Policies and procedures apply principles of subsidiarity and sustainability</p>	<p><b>4.1</b></p> <p>Fit-for-purpose tools support globally adaptive working practices</p>
<p><b>1.2</b></p> <p>Colleagues can confidently share their opinions and be heard</p>	<p><b>2.2</b></p> <p>Effective leadership supports and empowers staff</p>	<p><b>3.2</b></p> <p>Agile workflows enable impact and ensure accountability</p>	<p><b>4.2</b></p> <p>Partnerships and localised working practices amplify capacity to respond</p>
<p><b>1.3</b></p> <p>There is diversity at all levels</p>	<p><b>2.3</b></p> <p>Professional development opportunities are accessible by all</p>	<p><b>3.3</b></p> <p>The GICHD’s carbon footprint is continuously reduced</p>	



EORE Workshop ©GICHD 2022

Within the framework of these outcomes and outputs, an annual action plan sets the institutional pillar in motion. The prioritised activities respond to recommendations received through formal analysis, input from the GICHD staff, as well as change processes related to human resources, environmental stewardship, and gender, diversity, equality, and inclusion. The prioritised activities for 2023 focus on human resource function transformation; career development within the frame of a competency framework; leadership development; cultivating organisational culture guided by core values; and diversity.

The Centre will entrust the newly formed People and Culture division to implement the institutional pillar annual action plan, while also integrating relevant initiatives that are already underway. With an ambitious mandate to lead organisational change, the People and Culture division will advance campaigns to ensure the organisation lives its core values and drives change aligned to its Strategy. At the same time, the division will continuously improve and evolve the human resource functions and services.

An employee engagement survey and evidence-based analysis of human resource records will serve as key tools within the monitoring framework for this pillar, allowing the Centre to measure progress, identify implementation challenges, adapt, and report on the institutional pillar.

To respond to emerging needs, the action plan and its priorities will be reviewed each year, aligned with the GICHD's project planning cycle. Annual planning, to check and adapt as needed, will ensure that institutional outcomes are pursued in a structured manner, resourced adequately, and exist within an accountability framework to reach milestones and targets.

The institutional pillar is about both transformation and continuous improvement, conducted in an intentional way, and informed by analysis and data.

# MONITORING & EVALUATION



Since 2015, the GICHD has relied on a results-based management (RBM) system to measure progress against its objectives and outcomes, guide planning, and report on results. Underpinned by a Theory of Change (ToC) defining strategic objectives and measurable outcomes, and supported by a monitoring framework, such a system has been refined and improved over the years to ensure that the Centre can focus on results, rather than inputs, learning and adapting as necessary to be able to deliver on its vision. Regular monitoring of results against outcomes in the ToC has been complemented by ad hoc evaluations that have provided a more in-depth assessment of the GICHD's effectiveness, typically in specific thematic areas of its interventions.

This approach will be maintained and enhanced in the new strategic cycle, to ensure the Centre has the appropriate tools to gauge progress in all three pillars of the 2023-2026 Strategy, namely, the Theory of Change, the Financial Pillar and the Institutional Pillar. Each pillar will be fitted with a monitoring framework. Based on data—quantitative and qualitative—routinely collected through the Centre's activities across the pillars, these frameworks will make it possible to assess progress towards the respective objectives

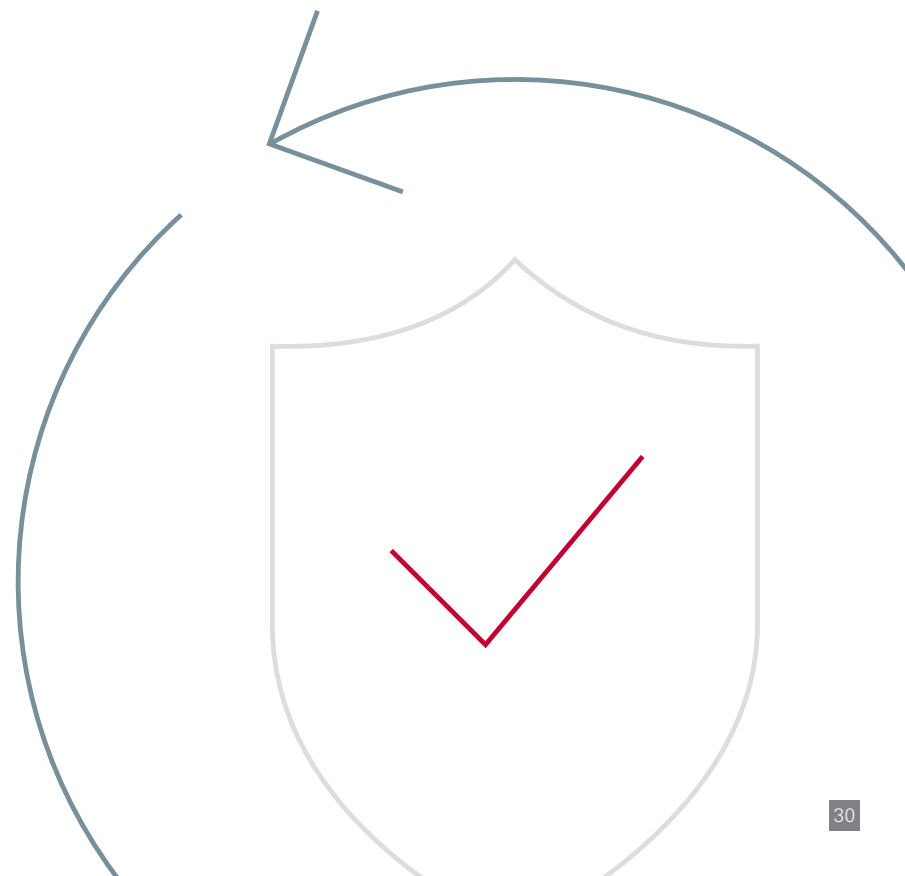
and outcomes, identify implementation challenges, adapt to overcome such challenges or to meet unforeseen needs, and report on results.

Specifically tailored thematic reviews or evaluations—commissioned by the GICHD or relevant initiatives conducted by partners—may supplement day-to-day monitoring to allow for a more in-depth analysis of the Centre's results, and impact one or more of the Strategy's pillars.

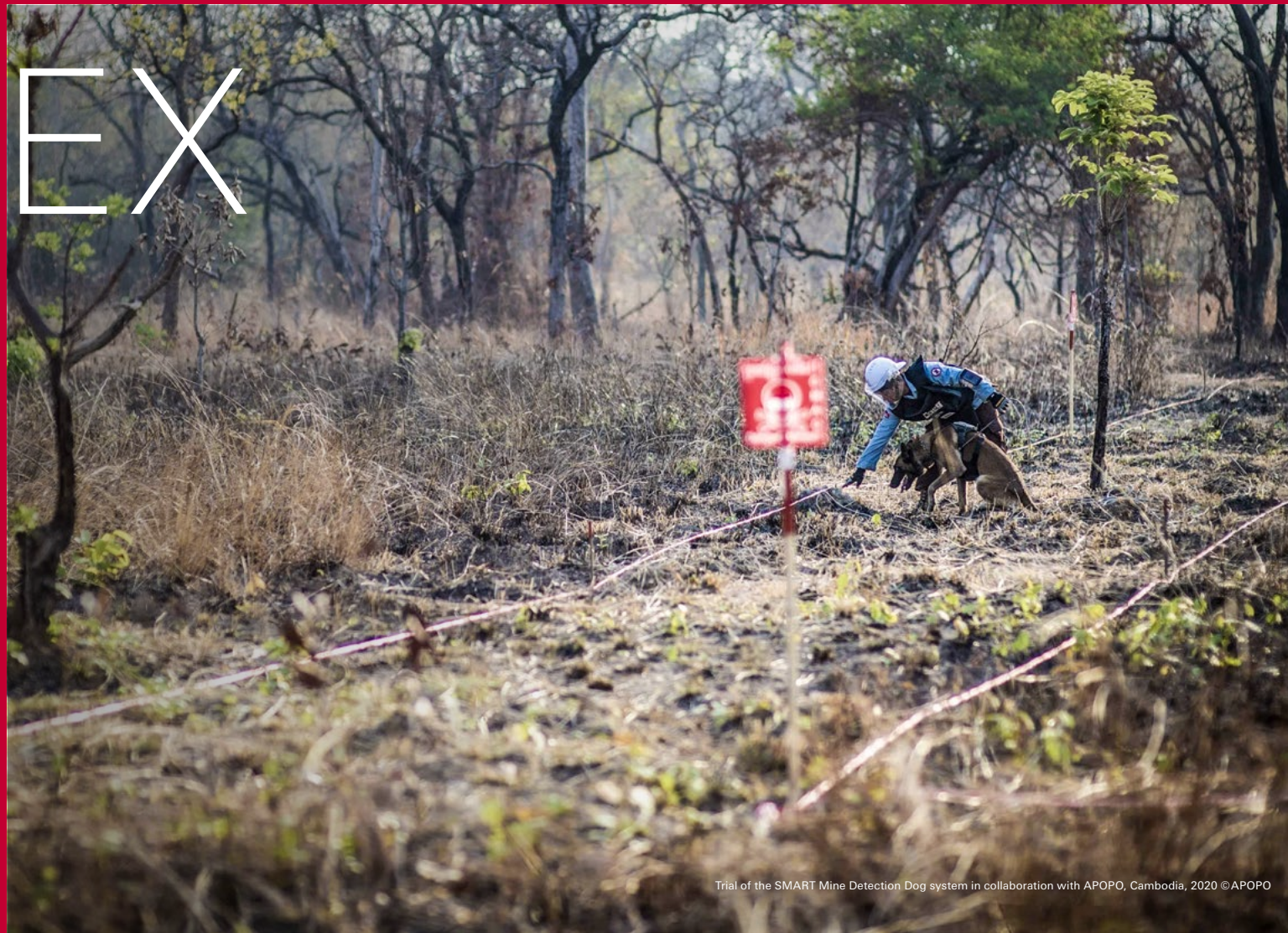
Data collected through the different monitoring frameworks will inform yearly planning of activities and reporting on progress, both internal and external. Monitoring results for each pillar will also be consolidated to inform a periodic assessment of progress achieved, lessons learnt and possible challenges, and build the basis for strategic steering decisions.

Evidence-based adaptation is fundamental for an organisation committed to continuous learning and improving, with a view to maximising impact while remaining adequately funded and fit for purpose. The monitoring frameworks will provide the necessary information to guide decision making throughout the new strategic period and allow the GICHD to live up to this commitment.

A mid-term review of the Strategy will be conducted in 2025 to take stock of progress achieved and identify the need for possible adaptations. Finally, a broader assessment of the GICHD's overall performance will be conducted towards 2026, also to inform the development of the next Strategy.



# ANNEX



Trial of the SMART Mine Detection Dog system in collaboration with APOPO, Cambodia, 2020 © APOPO

**THEORY OF CHANGE OVERVIEW**

**VISION**

A world free from explosive ordnance risks, where communities thrive

**MISSION**

The GICHD helps to develop and professionalise explosive ordnance risk reduction, promoting innovative, tailored, and sustainable solutions

**STRATEGIC OBJECTIVES**



International obligations are fulfilled, national targets are reached



Communities' protection from and resilience to explosive harm are enhanced



Explosive ordnance risk reduction enables humanitarian action, development, and peace



Explosive ordnance risk reduction advances gender equality, diversity, and inclusion

**OUTCOMES**

1



**Multilateral processes are informed by evidence and supported by expert advice**

2



**National responses are framed by strategies, regulated by up-to-date standards, and enabled by information management**

3



**Operations are implemented safely, effectively, and efficiently**

4



**Gender and diversity are mainstreamed, and equality and inclusion promoted in explosive ordnance risk reduction**

5



**The impact of explosive ordnance risk reduction is enhanced through connections with global agendas**

**LINES OF SERVICE**

Generating knowledge

Disseminating knowledge

Supporting the codification of knowledge

Fostering partnerships, dialogue, and cooperation



## INDICATORS BY OUTCOME\*

1 

**Multilateral processes are informed by evidence and supported by expert advice**

**1.1**

Number of multilateral processes informed/supported by the GICHD to develop and implement legal and political commitments

**1.2**

The GICHD's expertise is acknowledged by stakeholders in multilateral processes (*qualitative*)

2 

**National responses are framed by strategies, regulated by up-to-date standards, and enabled by information management**

**2.1**

Number of strategies developed, reviewed, and implemented with the support of the GICHD

**2.2**

Number of standards, regulations and guidelines developed/ revised with the support of the GICHD

**2.3**

Number of well-functioning information management systems/capacities established with the support of the GICHD

3 

**Operations are implemented safely, effectively, and efficiently**

**3.1**

Number of fit-for-purpose operational capacities improved with the support of the GICHD

**3.2**

Operational systems, methods, tools, and approaches developed/ promoted by the GICHD are implemented by countries/other partners (*qualitative*)

4 

**Gender and diversity are mainstreamed, and equality and inclusion promoted in explosive ordnance risk reduction**

**4.1**

Number of countries/partners with established and well-functioning gender and diversity capacity supported by the GICHD

**4.2**

People from diverse groups are represented in GICHD-organised events

**4.3**

Gender and diversity mainstreaming is implemented by GICHD and its supported countries/partners (*qualitative*)

5 

**The impact of explosive ordnance risk reduction is enhanced through connections with global agendas**

**5.1**

Number of countries/partners that connect explosive ordnance risk reduction and global agendas with the support of the GICHD

**5.2**

The GICHD contributes to enhancing the evidence connecting explosive ordnance risk reduction and global agendas (*qualitative*)

Outcome indicators have been designed to be either qualitative or quantitative in nature. Quantitative indicators are further disaggregated to ensure that the GICHD's contribution to relevant thematic areas is adequately captured and assessed.

\* Outcome indicators revised in 2023, following an internal review

## ASSUMPTIONS AND RISKS

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The Theory of Change is predicated on a series of risks and assumptions which form an important part of the GICHD's RBM approach. Core assumptions are spelled out on this page and anticipated to be valid for the duration of the 2023-2026 strategic cycle. Risks, on the other hand, will be monitored on a regular and more frequent basis to ensure that these can be assessed and addressed as soon as possible to reduce their impact on the Centre's work and results. Relevant risks and assumptions will be referenced in annual reports.

### CORE ASSUMPTIONS

1

Established international norms and principles relevant to explosive ordnance risk reduction are unchallenged

2

A conducive political environment is maintained in partner countries (both donors and affected states)

3

The GICHD is able to adapt, or operations are not significantly impacted by global crises (e.g. evolving conflict dynamics, financial crises, climate change, future pandemics)

4

The GICHD is able to maintain the required human, technical, and financial resources to implement the Strategy

5

The M&E system combined with the risk register informs strategic steering

## **GICHD STRATEGY 2023-2026**

January 2023 © GICHD

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