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GENDER & DIVERSITY

ANNUAL REPORT 2019

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GENEVA INTERNATIONAL CENTRE FOR HUMANITARIAN DEMINING
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CONTENTS

INTRODUCTION	5
INTERNATIONAL GENDER CHAMPIONS	6
Panel Parity Pledge	6
Additional Commitments	6
GENDER & DIVERSITY ACTION PLAN 2019	7
Outcome 1 - Panels organised or participated in by GICHD staff are gender-mixed and diverse	7
Outcome 2: Participants in workshops and training sessions organised by the GICHD are gender-mixed	8
Outcome 3: GICHD staff composition is gender balanced and diverse	9
Outcome 4: GICHD staff members are accountable for mainstreaming gender and diversity in their work	10
ANNUAL SURVEY 2019	11
THE WAY FORWARD	14

INTRODUCTION

In 2018, the GICHD took the decision to elevate the topics of gender and diversity at the highest level of its new 2019-2022 Strategy. This included a strategic objective to promote gender equality and inclusion and the empowerment of women and girls. In March 2019, the Gender and Mine Action Programme (GMAP) and the GICHD entered in a new agreement which saw the integration of GMAP as a division of the GICHD. This decision not only reaffirmed the GICHD's commitment to support inclusive and effective mine action activities, but also highlighted the Centre's position that mine action has potential to influence gender equality and inclusion in affected countries.

These changes are the culmination of years of work toward the promotion of equality and inclusion. Over the last decade, the GICHD has established an internal Gender & Diversity Working Group, entered into a partnership with the Gender and Mine Action Programme, introduced a Gender and Diversity Policy and its Action Plan, and subscribed to the International Gender Champion initiative.



Ambassador Stefano Toscano and the Director of GMAP, Arianna Calza Bini, signing an expression of intent to proceed with the integration of GMAP into the GICHD, September 2018.

INTERNATIONAL GENDER CHAMPIONS

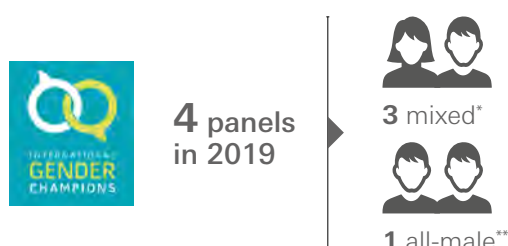
PANEL PARITY PLEDGE

Director Ambassador Stefano Toscano has been part of the International Gender Champions (IGC) network for gender equality since 2016. This leadership initiative aims to unite women and men decision-makers to overcome gender barriers. In 2019, Ambassador Toscano committed to continue upholding the Panel Parity Pledge that all Champions are bound by, namely to only participate in diverse panels and to advocate for gender balance on any panel in which he participates.

In the few cases where, despite efforts, the outcome is a non-diverse panel, Ambassador Toscano has committed to making a remark during the event on the panel's composition. This small act of acknowledgement is meant to raise awareness on the importance of gender parity in panels.

ANALYSIS

In 2019, Ambassador Toscano participated in 4 panels: 3 mixed-gender and 1 all-male. The latter was not in Geneva and was not organised by the GICHD. As per his commitment, Ambassador Toscano made a remark about the panel's composition during the event.



*Panels are considered mixed when there is at least one female and one male panelist or moderator.

**A remark was made on the panel composition.

ADDITIONAL COMMITMENTS

In 2019 Ambassador Toscano had two additional commitments to promote gender equality and inclusion:

✔ COMMITMENT ONE

Strengthen the GICHD's capacity to mainstream gender and diversity in its work, and help empower women and girls through its work, through the integration of the Gender and Mine Action Programme into the GICHD;

Actions taken

- ▼ Integration of GMAP took effect on 01 March 2019

✔ COMMITMENT TWO

Gather evidence on the impact of the employment of women in mine action in Sri Lanka on gender and equality and empowerment of women and girls.

Actions taken

- ▼ In November 2019, GMAP carried out the fieldwork to gather data for the Study on the impact of female employment in Sri Lanka
- ▼ 226 male and female deminers (50%/50%) were interviewed, as well as more than 100 community and family members
- ▼ Data collected will provide evidence of the social and economic impact of employing women in mine action

GENDER & DIVERSITY ACTION PLAN 2019

In 2019, the GICHD underwent a significant restructuring process. It saw reorganisation of divisions and the hiring of new positions, the integration of GMAP and the creation of new gender and diversity mainstreaming processes. For this reason, the Gender & Diversity Action Plan was kept mostly unchanged from the 2018 version: the targets stayed the same and some indicators which proved to be difficult to measure were removed or amended. The 2019 Gender & Diversity Action Plan was also reformatted to reflect the Result-Based Management approach of the GICHD.

I. FULL AND EQUAL PARTICIPATION OF WOMEN AND DIVERSE GROUPS IN GICHD TRAININGS

OUTCOME 1 - PANELS ORGANISED OR PARTICIPATED IN BY GICHD STAFF ARE GENDER-MIXED AND DIVERSE

INDICATOR	BASELINE 2016	TARGET 2019	RESULT
% of panels organised by GICHD that are gender-diverse	100%	94%	83%, or five of six, panels organised by GICHD that were gender-diverse.
Overall ratio of women to men panellists on GICHD organised panels	2 to 5	4 to 9 (0.4)	13 to 15 (0.87) ratio of women/men on GICHD organised panels.
% of panels participated in that are gender-diverse	73%	87%	88%, or 21 of 24, panels participated in by the GICHD were gender diverse.

Through the Back to Office Report form and a staff-wide survey, 30 panels were recorded this year (31 panels in 2018; 26 panels in 2017). However, only 6 of those panels were organised by the GICHD, compared to 16 in the previous year.

Panels are considered gender diverse when there is at least one female and one male moderator or panellist. Five out of six panels organised by the GICHD were gender diverse. The 6th panel was all-female, organised by External Relations and Policy on the topic of Virtual Reality. The women/men ratio for panels organised by the GICHD was 13 to 15 (0.87), a significant increase from the previous year and the target, which were 4 to 9 (0.44).

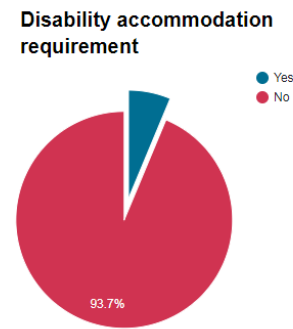
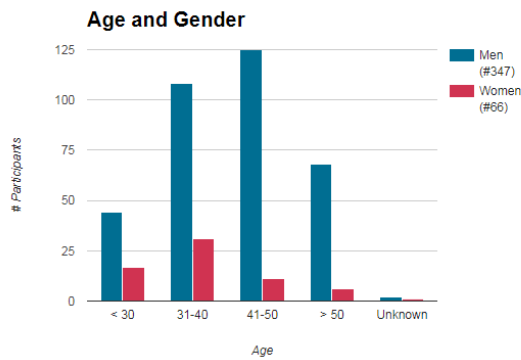
Out of the 24 panels participated into by GICHD staff, 21 were gender diverse. This is consistent with the 87% target. 3 panels were all-male, and participated into by the Directorate, Operational Efficiency, and Strategies and Standards respectively. The ratio of women to men in panels participated into is 22 to 35 (0.63).

The Divisions with the highest female representation on panels were External Relations and Policy with an all-female panel and one gender diverse panel at a ratio of 1 to 1; GMAP with a 1.37 ratio of women to men, and the Directorate, with a 0.875 ratio of women to men.

All staff will continue to be inducted on the Gender and Diversity Action Plan, and their responsibilities to work towards the Centre's commitment for diversity and representation. In the case of single-sexed panels, staff are encouraged to suggest a colleague takes their place, consult partners to find representative experts, take steps to ensure their voice is still represented in some form, and as a last resort make a remark during the event highlighting the lack of gender balanced and stakeholder representation.

OUTCOME 2: PARTICIPANTS IN WORKSHOPS AND TRAINING SESSIONS ORGANISED BY THE GICHD ARE GENDER-MIXED

INDICATOR	BASELINE 2015	TARGET 2019	RESULT
% of GICHD training participants who are women	11%	23%	16% or 66 of 413 training participants were women.
% of sponsorships given to women for GICHD trainings and workshops	9%	20%	16% of sponsorships were given to women for GICHD trainings and workshops.



In 2019, none of the targets under outcome two were met. There was a 5% decrease of female participants trained in GICHD courses compared to 2018. With 16% of participants being female, the GICHD is under target by 7%. The division with the highest number of female participants is GMAP (18 female participants out of 24). Without GMAP, the GICHD's overall percentage of female participants in training courses drops to 12%. This is the first time since 2016 that a decrease is measured in percentages of female participants in courses, and the lowest participation rate since 2015.

6% of participants (26 out of 413) also asked for disability accommodation requirement. According to United Nations Division for Social Policy and Development Disability, around 15% of the world's population live with functional limitations. According to that reference point, the GICHD could keep measuring its progression towards including persons with disability.

In terms of sponsorships granted in 2019, the result refers to trainees that received 'full sponsorship', which includes travel, accommodation, and all other costs of the training. Depending on the context of the sponsorship, the decision on who the sponsorship goes to varies. For instance, for convention meetings, it is the governments who submits who gets to attend, whereas for training courses, it is usually the programme manager who decides who gets a sponsor. When analysed at the divisional level and for different types of events, significant differences are revealed:

- ▼ 23% (3 of 13) of sponsorships given to women for 5 Partnership for Peace courses
- ▼ 12% (15 of 73) of sponsorships given to women for 6 Conventions meetings
- ▼ 18% of sponsorships given to women for the 23rd International Meeting of Mine Action National Directors and UN Advisers (2 of 9)
- ▼ 75% of sponsorships given to women on GMAP courses
- ▼ 17% of sponsorships given to women on AMAT courses
- ▼ 15% of sponsorships given to women on Ops Efficiency courses
- ▼ 10% of sponsorships given to women on SaS courses
- ▼ 9% of sponsorships given to women on Cooperation Programme courses

II. GENDER AND DIVERSITY SENSITIVE OR RESPONSIVE WORKING SYSTEMS AND PRACTICES ARE ADOPTED AND IMPLEMENTED BY GICHD STAFF

OUTCOME 3: GICHD STAFF COMPOSITION IS GENDER BALANCED AND DIVERSE

INDICATOR	BASELINE 2017	TARGET 2019	RESULT
% of employees in executive level function who are women	14%	30%	22% of employees in an executive level function are women.
% of employees from countries affected by explosive ordnance	14%	18%	20% of employees at the GICHD are from explosive ordnance affected countries.

In 2019, the GICHD underwent structural changes that opened the opportunity for increasing female representation in management functions. As of 31 December 2019, two women were Head of Division, as opposed to only one in 2018, increasing the target from 14% in 2018 to 22% in 2019.

The percentage of employees from an explosive ordnance affected country increased from 14% in 2018 to exceed the target at 20% in 2019. Explosive ordnance affected countries are considered to be those listed by the LMM or CMM as contaminated. The exceptions are the UK and Germany as they do not benefit from mine action cooperation assistance and are donor countries.

Because of previously identified challenges in recruiting women and persons from explosive ordnance affected countries (see G&D Annual Report 2018), the Working Group had put in motion a Concept Note for a mentorship programme. It was put on pause in 2019, but the Working Group will put it back in motion in 2020.

OUTCOME 4: GICHD STAFF MEMBERS ARE ACCOUNTABLE FOR MAINSTREAMING GENDER AND DIVERSITY IN THEIR WORK

INDICATOR	BASELINE 2017	TARGET 2019	RESULT
% of GICHD employees that have one SMART objective on gender and diversity relevant to their area of work	63%	81% of those who submitted an appraisal form for 2018.	100% of those who submitted an appraisal form for 2018.
% of GICHD employees who have attended at least one relevant competence development session on gender and/or diversity	Baseline 2016 was 20%	45%	80%
% of GICHD employees that have successfully achieved one SMART objective on gender and diversity relevant to her/his/their area of work		81% of those who submit their 2018 performance appraisal have achieved their G&D objective	97% of those who submitted their 2018 performance appraisal had achieved their G&D objective.

100% of employees who had an appraisal in 2019 stated that they had included a SMART GD objective for the year. This does not include the implementation support units or the Gender and Mine Action Programme, which were not part of the GICHD in 2018. This is a significant increase compared to 2018, which had 25% of employees submitting their appraisal, and 81% of them stating they had a G&D objective.

97% of staff report having completed their G&D objective. This figure combines staff who either confirmed verbally or through the formal appraisal process that they have achieved it. This number is a significant improvement from the previous year's 81%. However, work needs to be done to improve the evaluation of SMART G&D objectives, such as being able to collect concrete examples of how staff achieved their G&D objective rather than simply stating that they did, and have this revised by GMAP. This need is further demonstrated by the Annual G&D Survey, which indicated that not all line managers or staff feel confident that they can evaluate whether the GD objective has been achieved.

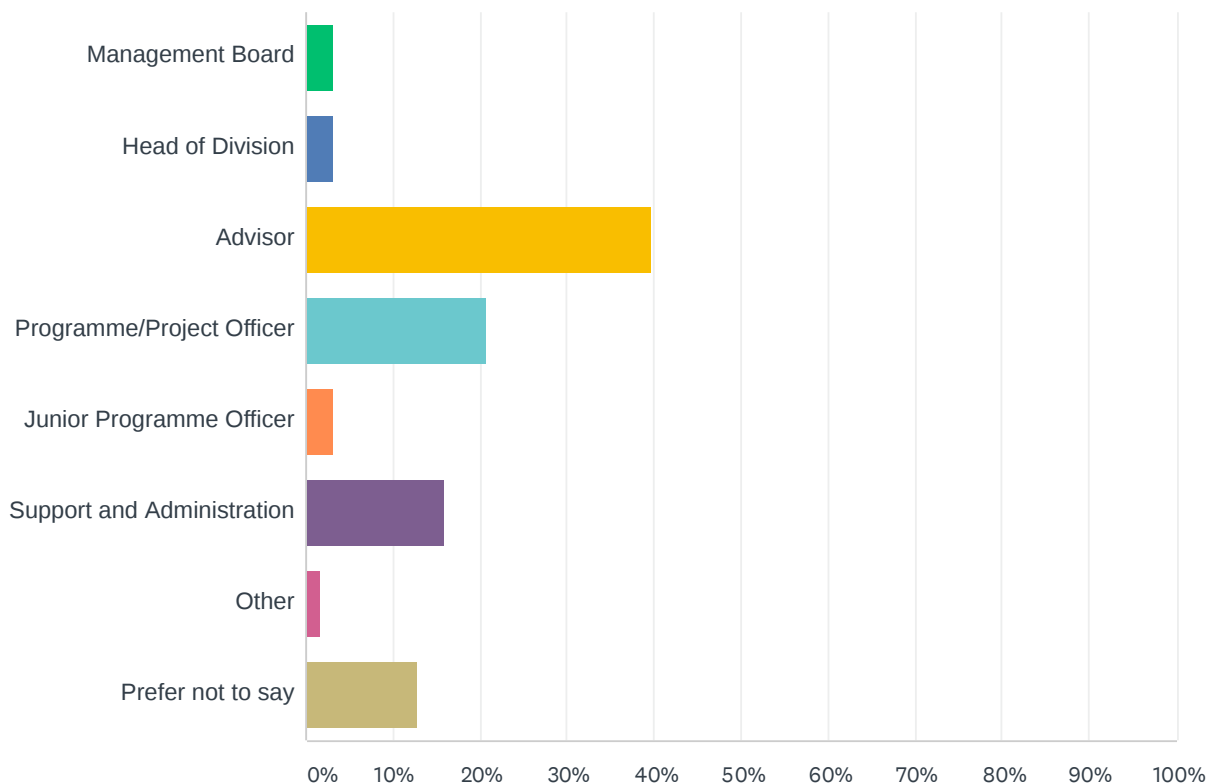
In January 2019, approximately 80% of all staff (51 out of approximately 64 staff estimated at the time of the year) attended a Workshop on Inclusive Communications, organised by the G&D Team at the GICHD, which existed prior to GMAP's integration. 51% of staff self-reported having completed at least one competence development session on a topic related to gender and/or diversity. This data was taken from the Annual Centre-Wide G&D Survey and HR records of staff having attended the GMAP induction training in 2019.

Among the staff who completed the Annual Gender and Diversity Centre-wide Staff Survey, 40% (23 out of 58 individuals) reported having attended a gender and diversity event or training other than the GMAP Induction Training. 17% of respondents (10 out of 58) said that they have attended a training, event or workshop, after seeing it advertised on the Circle News.

ANNUAL SURVEY 2019

In December 2019, the GICHD conducted its fourth Annual Gender and Diversity Centre-wide Staff Survey. The survey aims to measure the impact of the integration of GMAP within the Centre, self-perception of individual gender and diversity competencies, and report on some of the 2019 indicators for the G&D Action Plan 2019. It ended with providing input to the 2020 G&D Audit of the Centre and identifying priority areas.

GRAPH 1 – RESPONDENTS PER POSITION

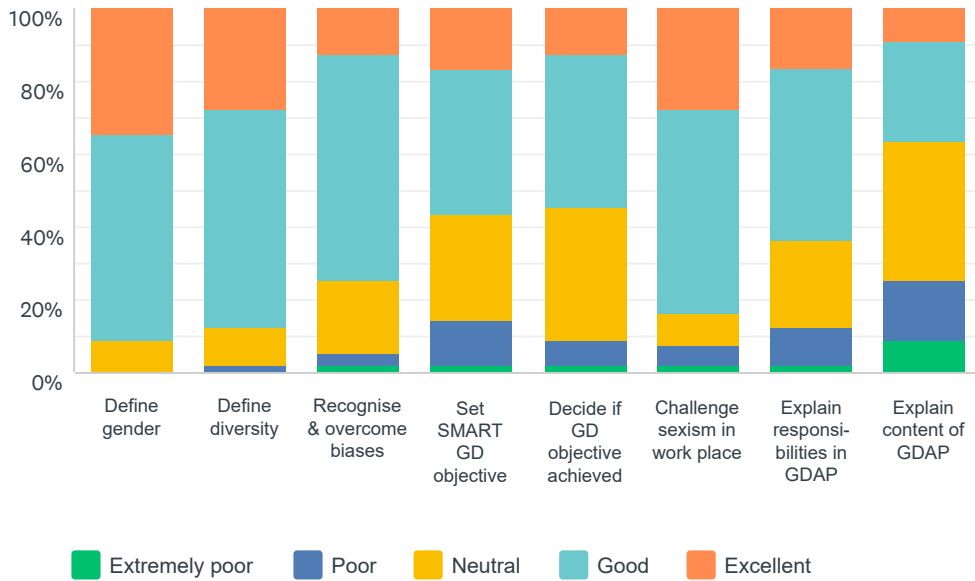


This year's response rate to the annual survey was the highest recorded, with 63 respondents, which equates to approximately 98% of staff employed as of 31 December 2019. Women are slightly over-represented in the sample at 54%, and men at 38%, with 8% of respondents choosing to not say.

The survey measured the impact of the integration of GMAP on across different lines of support. The highest increase in GMAP support following the integration was with the project brief review, followed closely by the ad hoc advice received by divisions. When asked to rate the quality of the support given per type of support,

respondents scored GMAP work between 4.3 and 5 (out of 5) for each category. Overall, 75% of respondents agreed or strongly agreed that the integration has positively impacted the way in which the GICHD works on gender and inclusion.

GRAPH 2 – COMPETENCIES OF STAFF

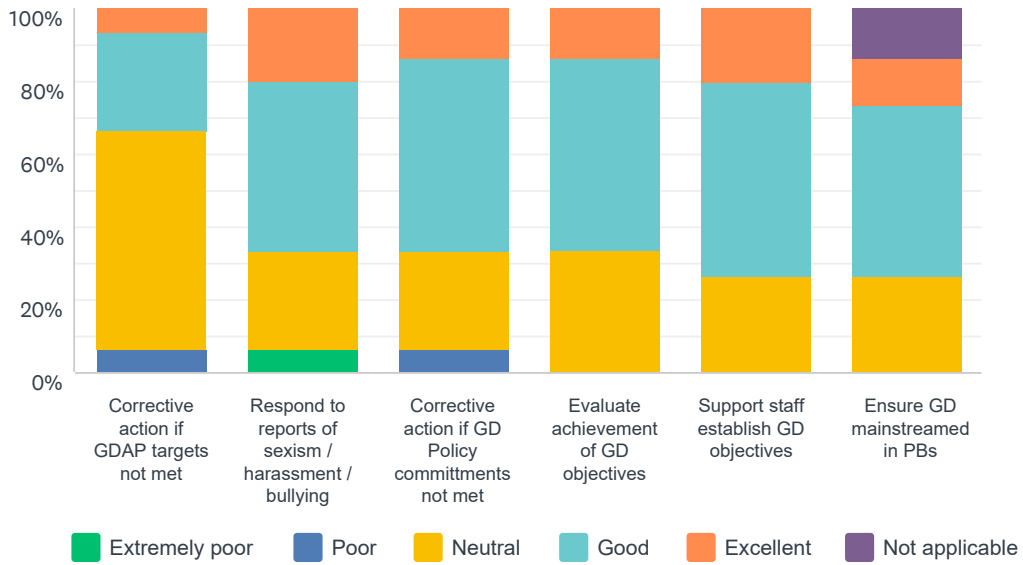


For the first time, instead of asking respondents to self-assess their perception of gender and diversity competencies overall, specific competencies were broken down for different profiles of staff and types of responsibilities. Regarding their own perceived competencies, most staff agree that they have a set of gender and diversity core competencies for all areas of work. However, 25% of respondents scored their capacity to explain the content of the GDAP as poor or extremely poor. 12% of all staff rated their ability to explain their responsibilities under the GDAP as poor or extremely poor. This indicates that more work can be done to simply and/or more clearly explain the key outcomes of the GDAP and staff responsibilities in achieving them. Additionally, 14% scored their capacity to set SMART G&D objective as being poor or extremely poor.

The GMAP division can provide more guidance on how to set SMART G&D objectives and support staff in evaluating whether these were achieved. It also makes sense to support staff to set objectives that are in line with the GDAP, as it could facilitate them achieving actions that contribute to the implementation of the GDAP and increase their knowledge of its content and responsibilities towards it.

When it comes to competencies for project and product managers, 23% of them rated their ability to ensure representation of persons with disabilities in their training as poor or extremely poor. 18% of them have also underscored their ability to develop gender sensitive or responsive budgeting, with 36% of respondents rating themselves as neutral. These two core competencies could be further developed with support or training by GMAP or external consultants. As for line managers, 67% expressed being neutral or poor in creating corrective action if the GDAP targets are not met. The graph below indicates that this competency, among the ones provided in the survey, could be strengthened.

GRAPH 3 – COMPETENCIES OF THOSE WITH LINE MANAGEMENT RESPONSIBILITY



More than 50% of respondents identified their priority training needs as the following: Identify your unconscious bias and use strategies to address it (56%), challenge harassment/bullying/sexism in the workplace (52%), and how to communicate in productive ways (nonviolent communication) (50%).

THE WAY FORWARD

In 2020, a Gender & Diversity Audit of the Centre will take place to evaluate the extent to which internal systems and practices contribute to gender equality and inclusion. This is following a G&D Working Group recommendation that an audit looks at institutional and organisational practices to identify good practices and areas for improvement. In the G&D Annual Survey, staff expressed wanting the consultant to look specifically at workplace culture (67%) and leadership (63%). They further identified the following employment systems and practices as priority areas for them: reporting mechanisms for sexism, bullying and harassment (65%), training opportunities (57%), and pay equality and the gender pay gap (55%).

Taking this into consideration, the G&D Audit has been approved to look at 5 key areas. The first is institutional approaches to gender equality and inclusion, which includes representation in management structures, management commitment, the strategy, the policies and the internal G&D mainstreaming capacity. The second is the organisational culture, which includes

leadership, values, quality of work-life balance, etc. The third is employment systems and practices, looking at recruitment, employment conditions, and internal policies such as the code of conduct. The fourth will look at procurement systems and contracting, and finally the last area will consider international communications, inductions and briefings, as well as integration between G&D mainstreaming functions and GICHD divisions.

The result of the G&D Audit will inform the upcoming G&D Action Plan. The GDAP 2021-2022 will be synced up with the Results-Based Management calendar and will be entirely reviewed to reflect the priority areas identified by the consultant.



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