Meeting the Challenge Together

Advancing Gender & Diversity in Project Implementation
Agenda

Overview & Contextualizing

Parity

Mainstreaming

Q&A
Gender and Diversity...

Why now?
The overarching goal of the UNMAS Portfolio – UNOPS PSC Gender and Diversity Strategy 2019-2023 is: **Ensure gender and diversity empowerment, equality, inclusion, and non-discrimination in employment, decision-making, and opportunities within all mine action programmes**
Strategic Objectives

1. Increase the proportion of qualified women recruited by UNOPS for UNMAS Field Programmes and create an enabling environment to support their retention.
2. Enhance representation of women and under-represented groups in leadership roles.
3. Strengthen the role of women in the technical and delivery oversight of mine action operations.
4. Ensure accountability framework for Senior Management personnel to enable progress.
5. Ensure gender mainstreaming at the project level are conducted in-line with the UN MA Strategy to ensure UNMAS programmes respond to the different needs of WGMB, ensuring their empowerment and inclusion.

Strategic Objectives 1 to 4 relate to parity + Intermediate Outcome 5.1, 5.2 and 5.5 of UNMAS Strategic Plan.

Strategic Objective 5 relates to mainstreaming + Intermediate Outcome of 1.1, 3.1 and 4.1 of UNMAS Strategic Plan.
## Global Workplan

### UNIMAS Portfolio - UNOPS PSC Gender & Diversity Global Workplan

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UNIMAS Field Programme staffs are staffed to a diverse workforce where inclusion is supported through professional development and an enabling environment</td>
<td>% of female in the UNIMAS Field Programme workforce is increased</td>
<td>UNIMAS Enterprise Resource Planning (ERP)</td>
<td>27% Female</td>
<td>43% Female</td>
<td>50% Female</td>
<td>50% Female</td>
<td>50% Female</td>
</tr>
<tr>
<td>Increased proportion of qualified female candidates responding to hiring announcements</td>
<td>% of vacancies announcements (Male) template with gender positive language and requirements</td>
<td>10% Female</td>
<td>20% Female</td>
<td>20% Female</td>
<td>20% Female</td>
<td>20% Female</td>
<td>20% Female</td>
</tr>
<tr>
<td>If field locals with recruitment outreach strategy</td>
<td>% of identified candidates that are female</td>
<td>Short list from UNIMAS GRPS</td>
<td>50% Female</td>
<td>50% Female</td>
<td>50% Female</td>
<td>50% Female</td>
<td>50% Female</td>
</tr>
<tr>
<td>Main women are appointed (including those in under-represented group)</td>
<td>% of women appointed in UNIMAS Field Programme (disaggregated by locality, FIA, SOK, Retainer)</td>
<td>37% Female</td>
<td>37% Female</td>
<td>37% Female</td>
<td>40% Female</td>
<td>55% Female</td>
<td></td>
</tr>
<tr>
<td>Women and men, including under-represented groups, are equally represented in UNIMAS Field Programme leadership roles</td>
<td>% gender pay gap by (Sex)</td>
<td></td>
<td>0% Male</td>
<td>0% Female</td>
<td>0% FIA</td>
<td>0% SOK</td>
<td>0% Retainer</td>
</tr>
</tbody>
</table>

### Strategy Objective 1

1. Deliver gender sensitivity training to all personnel involved in interview panels
2. Develop gender positive guidance on competencies based on new and revised interview frameworks
3. Ensure that all interview panels for positions have women and men represented
4. UNIMAS PSC-WT to develop recruitment targets for each position type and record via the gender and diversity dashboard
5. Hold hiring managers and leaders accountable for position-related targets and require justification for male recruits
6. Increase communication with female stakeholders

### Strategy Objective 2

1. Develop and implement a gender mainstreaming strategy for all UNIMAS programmes and projects
2. Ensure that all programme staff have access to Women's Rights and Gender Sensitivity Training delivered in partnership with UNMAS and UNOPS
3. Update and communicate each quarter to all staff how sexual harassment and PSCA concern in female practitioners must be dealt with and reported (including communication to implementing partners)
4. Perform regular awareness assessments of each duty station to determine extent to which it responds to unique needs of women
5. Develop and communicate clear policies on flexible working and mobility in the workforce (including highlighting this information at the beginning of job)
6. Conduct regular internal communications campaign to ensure existing PSC policies such as parental leave are well known (e.g. through human interest stories)
7. Promote and implement initiatives that enable greater gender equity and supporting enabling environments (e.g. panel parity pledges, 24/7 Hotline, E-pluribus, etc.)
8. Develop and implement training on inclusive culture what is the current culture in our workplace? Who do we want to talk to? Who speaks during meetings, do women feel their ideas and voices are included
9. Women and men, including under-represented groups, are equally represented in UNIMAS Field Programme leadership roles
10. Non-technical leadership roles (to 60%+ filled by women) (adjusted by Global Gender Division) 

---

7
Status Update – Year 1 Project Delivery Recap

01. April - May
   “Establish Foundational Elements + Wave 1”
   - Approval of workplan by UNMAS Programme and UNOPS PSC
   - Revision of Strategy + Global Workplan
   - Revision of UNMAS Field Workplans
   - Mission to UNMAS Field Programme
   - Establishment of Field Focal Points
   - Technical Guidance/Support
   - Establishment of Global G&D Dashboard

02. June – August
   “Wave 2”
   - 3 Month Consultancy with UNMAS Syria + 1 Day per week support to UNMAS – UNOPS PSC global efforts
   - Revision of UNMAS Field Workplans
   - Mission to NY: RBM Workshop
   - Technical Guidance/Support
   - Approval of Strategy and Global workplan by UNMAS Programme & UNOPS PSC

03. September – November
   “Wave 3”
   - Rollout of Strategy and Global workplan by UNMAS Programme & UNOPS PSC
   - Revision of UNMAS Field Workplans
   - Mission to Mali/Somalia
   - Technical Guidance/Support

04. December
   “Project Evaluation & Next Steps”
   - Finalization of 18 UNMAS Field Programme Workplans
   - Evaluate 2019 deliverables against KPIs
   - Capture 2019 Lessons Learned
   - Draft 2020 Project Plan
   - Technical Guidance/Support
Part I: Contextualization

Presented by

Arianna Calza Bini, Head of GMAP, GICHD
Overview of Gender & Diversity in the Mine Action Sector

Progress:

- Donor support/requirements
- Increasing understanding/capacity on gender parity & mainstreaming
- Organisational G&D policies/strategies
- NMAAs mostly supportive
- Oslo Action Plan

Challenges:

- Collection, analysis and use of data
- Implementation
- Women still underrepresented
- Women ≠ Gender Mainstreaming
- Perception of gender as an add-on
- Importance of diversity not well-understood
Diversity: Migrant Workers
Diversity: Ethnic Groups
Resources for Parity and Gender Mainstreaming:

- UN Gender Guidelines for Mine Action Programmes (En, Fr, Sp, Ar)
- UNMAS Portfolio – UNOPS PSC joint gender and diversity strategy
- GICHD eLearning module on G&D in MA, Gender Focal Point course and COP
- RevCon Gender Working Group
Part II: Parity

Presented by

Amir Omeragic, Director of UNOPS Peace & Security Cluster

&

Alice Laugher, CEO, CTG
BACKGROUND INFORMATION
PSC - Understanding the Challenge

2018 Baseline

<table>
<thead>
<tr>
<th></th>
<th>All Personnel</th>
<th>Non Technical</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan-18</td>
<td>(575)</td>
<td>28%</td>
<td>72%</td>
</tr>
<tr>
<td>New Hires</td>
<td>(159)</td>
<td>33%</td>
<td>67%</td>
</tr>
<tr>
<td>18-Dec</td>
<td>(71)</td>
<td>19%</td>
<td>81%</td>
</tr>
</tbody>
</table>

How do we compare?

- 2% French military
- 8% UK military
- 10.9% NATO
- 2% UN Mission DRC
- 25.5% IT & Mathematics
  - Google 31%
  - Microsoft 25.8%
  - Amazon 39%
  - Twitter 37%
- 18% NGO CEOs
BACKGROUND/GP ANALYSIS UNOPS
Framing Our Discussion
UNOPS PSC Approach – The Parity Funnel

Increased proportion of qualified female candidates responding to vacancy announcements

More women are appointed (including those in under-represented groups)

Retention of female personnel is improved

Increased number of females working in technical roles

Increased number of women appointed to leadership roles (ICS-11+)

GENDER PARITY
Global Portal – Increasing our Accountability

- Constantly evolving

- In 2020, the dashboard will:
  - (1) display all 19 workplans to increase visibility of progress and accountability;
  - (2) be the basis of the gender presentation in all UNMAS Field Programme Quarterly and Strategic Reviews; and
  - (3) Part of Gender External Portfolio Level Review at HQ
KPI Analysis Over Time

KPI 1: % Females of All Personnel (2020) 34% 4% from previous year
KPI 2: % Females of Leadership Personnel (2020) 29% 3% from previous year
KPI 3: % Females in Technical Positions (2020) 12% 4% from previous year
KPI 4: % Females in Non-Technical Positions (2020) 38% 4% from previous year

Table of All Active UNOPS Personnel over the last 4 years: Into All, Leadership and (Non)/Technical Positions

<table>
<thead>
<tr>
<th>Year</th>
<th>All Personnel</th>
<th># Females</th>
<th>% Females of All Personnel</th>
<th>% Females in Leadership Positions</th>
<th>% Females in Technical Positions</th>
<th>% Females in Non-Technical Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>647</td>
<td>218</td>
<td>34%</td>
<td>29%</td>
<td>12%</td>
<td>38%</td>
</tr>
<tr>
<td>2019</td>
<td>611</td>
<td>182</td>
<td>30%</td>
<td>26%</td>
<td>8%</td>
<td>34%</td>
</tr>
<tr>
<td>2018</td>
<td>575</td>
<td>162</td>
<td>28%</td>
<td>19%</td>
<td>5%</td>
<td>33%</td>
</tr>
<tr>
<td>2017</td>
<td>563</td>
<td>157</td>
<td>28%</td>
<td>19%</td>
<td>6%</td>
<td>32%</td>
</tr>
</tbody>
</table>

Diagram: Timeline analysis of All Active UNOPS Personnel over the last 4 years: Into All, Leadership and (Non)/Technical Positions

Diagram: Timeline analysis of All Active UNOPS Personnel over the last 4 years

Diagram: # Females, # Males, % Females of All Personnel
CTG’S FEMALEFIRST INITIATIVE

CTG plans to help balance the gender scales in humanitarian employment

OUR PLEDGE:

BY 2030, 30% OF ALL PROJECT-RELATED ROLES WILL BE REPRESENTED BY WOMEN

#FEMALEFIRST

We launched Female First in 2017 to encourage our recruiters, in-country teams and our clients to rebalance the gender scales when it comes to our humanitarian teams on the ground.
CTG - Women enabling change in the field

Risk Education Consultant, Iraq
Katrien Nollen

“I was glad to hear CTG launched an initiative called Female First, aiming to get 30% of project-related roles filled by women by 2030. Empowerment of women can only benefit a society. I’ve visited all-female demining teams in Laos and the message they give, particularly to girls in these communities, is that so much more is possible for their future as well.”

Operations & QA Officer, Mali
Afifa Habbassi

“By tackling the Improvised Explosive Device threat in Mali, I believe I am enabling change. There are not many women working in this field, in fact I am the only female NATO certified Explosive Ordnance Device instructor in my country, and one of very few working in the field.”

Risk Education Consultant, Iraq
Céline Cheng

“Working in Humanitarian Mine Action, the sector is predominantly male and naturally a lot of my colleagues have military backgrounds. This has been intimidating and at times challenging for me. However, I have been fortunate enough to work with male colleagues who support and empower women. It is truly inspiring to work so closely with male gender champions.”

Committed to Good
### CTG / UNMAS Projects Gender Parity

#### Female Percentage

- Total UNMAS Headcount: 143 (as of Dec 2019)
- Male: 83.9%
- Female: 16.1%

#### Female % Trend (2017-2019)

- Q1 2017: 6.8%
- Q2 2017: 6.0%
- Q3 2017: 7.8%
- Q4 2017: 7.8%
- Q1 2018: 9.4%
- Q2 2018: 10.4%
- Q3 2018: 14.4%
- Q4 2018: 14.2%
- Q1 2019: 13.4%
- Q2 2019: 16.1%
- Q3 2019: 16.1%
- Q4 2019: 16.1%

#### Pay Rate by Expertise

**Expertise**

- Operations Support:
  - Male: 76%
  - Female: 24%
- Admin Support:
  - Male: 100%
  - Female: 0%
- Technical:
  - Male: 90%
  - Female: 10%

**Pay Range (USD/month)**

- International:
  - Male: 4k - 12.16k
  - Female: 1.5k - 3.4k
- Local:
  - Male: 700 - 1k
  - Female: 1.5k - 3k

#### Female Staff Parity in UNMAS Projects

- Male: 83.9%
- Female: 16.1%

#### Technical roles

- RMC Officer
- EOD / EED Instructor
- Operations and QA Officer
- Risk Education Consultant
- Mine Action Technical Adviser
- Senior Advisor
- Special Assistant to ROLSG
- Ammunition Technical Officer (ATO)
- Explosive Detection Dog Operations Officer
- IED Threat Awareness Trainer
- Specialist EOD Equipment Technician
- Technical Support Team Leader
- QA/QC - IEDD Specialist
- WAM - Technical Advisor
- Electronics & Comm Systems Specialist

#### Operation support roles

- Operations Officer
- Operations Associate
- Liaison Officer/Interpreter
- Sector Operations Analyst
- Others (eg IT/Medical/Travel assistant, etc)
- Project Associate Officer
- Monitoring & Humanitarian Access Associate
- Asset Management Associate
- Associate Communication Officer
- Construction Supervisor
- Information Management Assistant
- Mission Enabling Unit Operations Analyst
- Mobile Vehicle Checkpoint Technical Officer
- Operations Adviser
- Operations Analysis Specialist
- Project Manager
- Public Information Officer

---

**Note:**

- **Female Staff Parity in UNMAS Projects**
- **Pay Rate by Expertise**
- **Female % Trend (2017-2019)**
- **Technical roles**
- **Operation support roles**
Part III: Mainstreaming

Presented by

Jody Maine, Deputy Director – Support, UNOPS Peace & Security Cluster

&

Darren Cormack, Strategy, Government Relations & Partnerships Director, MAG

&

Qurat-ul-Ain Sadozai, Programme Manager, UNMAS Somalia
UNOPS Gender Mainstreaming: Procurement & Grants

Mandatory Inclusion of Sustainability in Evaluation Criteria in RFPs

- Allocated 5 points in RFPs
- Conducted a basic Sustainability Webex
- Vendors started formalizing policies on sustainability

Integrated Sustainability in Key Tenders

- Proposals to include broad approaches to sustainability
- Sustainability plan focused on Environmental Management Systems
Gender Components of Sustainability was highlighted

- Focus shifted from broad company policies to practical plan for implementing sustainable and gender sensitive operating practices
- Women in team structure

Going Beyond RFPs

- DRIVE in the PQ Evaluation Process
- Contract & Grants Management System
- Case Studies
Gender is a Top Priority

- UN system-wide priority
- UNMAS Portfolio – UNOPS PSC Gender & Diversity Strategy
- Global Gender Advisor
- Gender considerations incorporated at design phase (e.g. projects, SOWs etc.)
- UNOPS PSC increased points from 5 to 8 in RFPs
- Incorporated gender mainstreaming in CFPs

What’s Next?

- UNOPS Sustainability Framework effective 1 Jan 2020
- Initiatives to support women owned/led businesses
- Knowledge sharing initiatives (IP Forum/Webinars)
- IP Took Kit on Gender (Checklists, videos, online course etc.)
- DRIVE Inspections
- Scale-up efforts on grants
UNMAS Programmes, together with UNOPS support, respond to the different needs of women, girls, men and boys and promotes a diverse workforce.

How can we really make it work?
Conducting gender and diversity analysis (and conflict analysis) in an increasing number of countries, e.g. understanding local level gender dynamics in South Sudan.

**MIXED COMMUNITY LIASON TEAMS**
Deploying mixed community liaison teams, recruited from local communities.

**CONSULTATION WITH COMMUNITY MEMBERS**
Consultations with community members as well as leaders during community liaison activities.

**SPECIFIC INDICATORS**
Setting specific indicators to promote the participation of women and girls in mine action, e.g. % women and girls in community meetings and community focal points.

**GENDER & DIVERSITY ANALYSIS**
Conducting gender and diversity analysis (and conflict analysis) in an increasing number of countries, e.g. understanding local level gender dynamics in South Sudan.

**SEPARATE MEETINGS**
Separate meetings with women and girls if they do not participate in group meetings.

**ADJUSTING TIME & LOCATION**
Adjusting time and location of risk education activities to ensure access to most at-risk groups.

**SADD COLLECTION**
SADD collection as standard best practice.

**SAFEGUARDING FRAMEWORK**
Safeguarding framework in place, specialist staff recruited, roll out across all programmes.

**PROGRESS TO DATE**
SADD collection as standard best practice

Safeguarding framework in place, specialist staff recruited, roll out across all programmes

MAG - Gender Mainstreaming
MAG - Gender Mainstreaming

ACKNOWLEDGING THE CHALLENGES

• Ensuring ongoing review and use of gender analysis and consistency across programmes.
• Identifying creative ways to address gender mainstreaming challenges.
• In some contexts, it is not culturally appropriate to deploy mixed sex community liaison teams. Even in mixed teams, men can take the lead role.
• More work required to ensure women benefit equally from land release in the long term.
• Beneficiary targets can encourage blanket EORE instead of a targeted approach.
• SADD is collected but need to ensure it is consistently analysed and used across programmes.
• More ownership from national authorities would help galvanise efforts and achieve Oslo Action Plan objectives.
MAG - Gender Mainstreaming

LESSONS LEARNED

• Recruitment of Gender Advisers to provide specialist advice and ensure better mainstreaming across MAG programmes.

• Buy-in for gender mainstreaming is required across all levels in mine action organisation. Need to get more men involved.

• More flexibility is required in programme design to identify and tackle challenges to gender mainstreaming.

• Need more opportunities to share lessons learned between MAG programmes and between mine action operators/ wider sector stakeholders.

• Examples from South Sudan:
  • Increasing the pool of women qualified as deminers, motivated by UNOPS requirement.
  • Capacity development workshop with gender component.
UNMAS Somalia Programme Personnel

UNMAS in Somalia Presence by Location by Gender

- **Female**
- **Male**

<table>
<thead>
<tr>
<th>Location</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baldoa</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Beletweyne</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Dhobley</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Jowhar</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Kismayo</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Mogadishu</td>
<td>76</td>
<td>5</td>
</tr>
<tr>
<td>Nairobi</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

Contract Modalities By Gender

- **Female**
- **Male**

<table>
<thead>
<tr>
<th>Modality</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>CTG</td>
<td>47</td>
<td>14</td>
</tr>
<tr>
<td>FTA</td>
<td>14</td>
<td>8</td>
</tr>
<tr>
<td>IICA</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>LICA</td>
<td>22</td>
<td>5</td>
</tr>
<tr>
<td>UNV</td>
<td></td>
<td>31</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>91</td>
</tr>
</tbody>
</table>

Diversity in UNMAS Somalia

<table>
<thead>
<tr>
<th>Nationalities</th>
<th>Number of staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenya</td>
<td>39</td>
</tr>
<tr>
<td>Somalia</td>
<td>26</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>10</td>
</tr>
<tr>
<td>United States of America</td>
<td>7</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>5</td>
</tr>
<tr>
<td>Iraq</td>
<td>2</td>
</tr>
<tr>
<td>Nepal</td>
<td>4</td>
</tr>
<tr>
<td>Uganda</td>
<td>4</td>
</tr>
<tr>
<td>Burundi</td>
<td>3</td>
</tr>
<tr>
<td>Ireland</td>
<td>4</td>
</tr>
<tr>
<td>Canada</td>
<td>2</td>
</tr>
<tr>
<td>Djibouti</td>
<td>1</td>
</tr>
<tr>
<td>Swiss</td>
<td>1</td>
</tr>
<tr>
<td>Eritrian</td>
<td>1</td>
</tr>
<tr>
<td>Austria</td>
<td>1</td>
</tr>
<tr>
<td>Pakistan</td>
<td>2</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>1</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>1</td>
</tr>
<tr>
<td>Afghanistan</td>
<td>1</td>
</tr>
<tr>
<td>Ukraine</td>
<td>1</td>
</tr>
<tr>
<td>Haiti</td>
<td>1</td>
</tr>
<tr>
<td>Ivory Coast</td>
<td>1</td>
</tr>
<tr>
<td>Syria</td>
<td>1</td>
</tr>
<tr>
<td>Uzbekistan</td>
<td>1</td>
</tr>
<tr>
<td>Japan</td>
<td>1</td>
</tr>
<tr>
<td>Belgium</td>
<td>1</td>
</tr>
<tr>
<td>Grand Total</td>
<td>122</td>
</tr>
</tbody>
</table>
UNMAS Somalia Gender and Diversity Workplan is Ambitious

- Objectives and indicators on gender parity and gender and diversity mainstreaming
- 2018 Baseline data and clear intermediate targets
UNMAS Somalia Good Practices

- Mature Programme
- Robust M&E System
- Sound Relations with National Authorities and Key Stakeholders

Women in UNMAS Somalia Programme

- 1 Kenyan woman engineer
- 1 Nepali woman EOD Ops Officer
- 1 Somali woman deminer
- Young Somali women CLOs and Risk educators
- 2 Somali women from the diaspora now working in UNMAS as Gender Focal Point (Somali/American with gender studies) and Police Project Officer (Somali/Canadian Police Officer)
- 1 woman driver, responsible for logistics
Questions?