



GENDER EQUALITY & INCLUSION

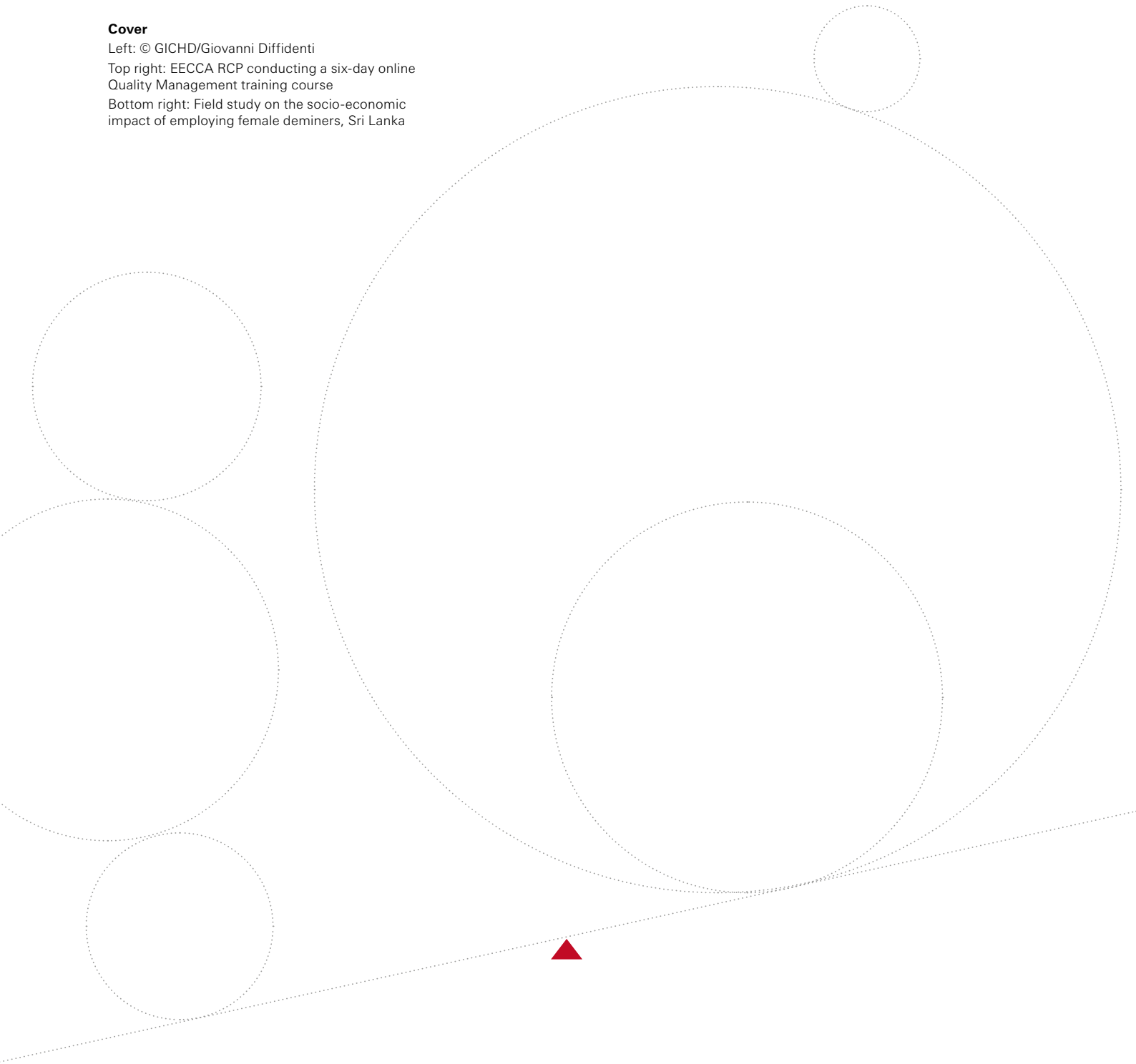
ANNUAL REPORT 2021

Cover

Left: © GICHD/Giovanni Diffidenti

Top right: EECCA RCP conducting a six-day online Quality Management training course

Bottom right: Field study on the socio-economic impact of employing female deminers, Sri Lanka



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INTRODUCTION

In 2021, the GICHD continued to promote greater gender¹ equality and inclusion, both internally and in its external work. This is in line with the Centre's core values, working principles, and commitments articulated at the highest levels of its 2019–2022 Strategy.

This report measures the progress made against the 2021 Gender Equality and Inclusion Action Plan (GDAP) targets, from January to December 2021. It documents the actions that have been taken and results achieved, serving as a reflective tool to inform recommendations and steer actions towards measurable results.

Notable outputs from 2021 that aim to advance gender equality and inclusion at the GICHD include the following:

- ▼ The GICHD adopted the updated Gender Equality and Inclusion Policy, which includes clear commitments on how staff should mainstream gender and diversity in their external work.
- ▼ New Terms of Reference (ToR) for the Centre's gender and diversity mainstreaming decision-making architecture were adopted, including the creation of the Gender and Diversity Mainstreaming Unit.
- ▼ A comprehensive safeguarding accountability framework was developed, for finalisation and implementation in 2022.
- ▼ A gender, diversity and inclusion needs assessment of the explosive ordnance risk reduction sector was carried out and will inform the Centre's next strategic implementation period.
- ▼ An external evaluation found high or elevated levels of relevance, effectiveness, coherence, impact, and sustainability in the GICHD's external work to promote gender equality and inclusion.

Furthermore, examples of concrete results at the outcome level include:

- ▼ The percentage of immediate outcome briefs that fully met the GICHD good practice gender and diversity mainstreaming criteria² increased from 50% to 100%.
- ▼ The percentage of project briefs that fully met the GICHD good practice gender and diversity mainstreaming criteria³ increased from 32% to 98%.
- ▼ 100% of panels organised by the GICHD were gender diverse and 82% included panellists from explosive ordnance-affected countries or territories.
- ▼ A baseline for participation in GICHD training and workshop activities by disability status (1% declared living with disabilities) and country of origin and/or nationality (80% from explosive ordnance-affected countries or territories) was established.
- ▼ The percentage of GICHD delegations at international conferences that are mixed gender increased from 60% in 2020 to 100% in 2021.
- ▼ The percentage of employees from an explosive ordnance-affected country increased from 25% to 29%.

These results represent significant improvements from 2020, which may be attributed to increased buy-in from GICHD staff. It also confirms that transparent and systematic monitoring, evaluation, accountability, and learning contributes to the promotion of gender equality and inclusion.

¹ It should be noted that this report uses a binary definition of gender. The GICHD acknowledges this limitation and recognises that gender identity is a spectrum that extends beyond identifying or expressing oneself as a man or a woman.

² 1) The gender and diversity section of the form explains how lessons learnt from gender and diversity mainstreaming efforts of the previous year informed the planning; 2) The gender and diversity section of the form clearly explains how activities included under the immediate outcome contribute to GICHD strategic objective four.

³ 1) The gender and diversity section of the form clearly explains how gender and diversity considerations will be integrated into the project; 2) The gender and diversity section of the form describes the link between project activities and GDAP targets, where relevant; 3) All relevant project-level output and outcome indicators related to people are disaggregated by gender; 4) A budget is allocated for costs associated with gender and diversity mainstreaming.

INTERNATIONAL GENDER CHAMPIONS

PLEDGES

The GICHD Director Ambassador Stefano Toscano has participated in the [International Gender Champions \(IGC\)](#) network since 2016. The IGC is a leadership initiative aimed at bringing together decision makers to overcome gender barriers in representation.

In addition to continuing to uphold the [Panel Parity Pledge](#), in 2021 Ambassador Toscano committed to sign the new network-wide [Gender-based Violence Pledge](#). A core commitment to stand for zero tolerance towards all forms of gender-based violence, sexist attitudes and behaviours, the pledge came into force for the whole network in January 2022.

ADDITIONAL COMMITMENTS

In 2021, Ambassador Toscano took on two additional commitments to promote gender equality and inclusion:

Commitment one

Conduct a second Gender and Diversity Audit of the GICHD to systematically evaluate the extent to which the Centre's main lines of service are in line with the core values, working principles and commitments articulated in its institutional framework, and consider recommendations to ensure that the Centre is fit for the purpose of pursuing its strategic objective *'Gender equality and inclusion are achieved, and women and girls empowered'*.

Actions taken & achievements

- ✓ Recruitment of a consultant to lead:
 - ▼ a gender, diversity and inclusion needs assessment of the explosive ordnance risk reduction sector;
 - ▼ an external evaluation of the relevance, effectiveness, efficiency, impact, coherence, and sustainability of the GICHD's external work to promote gender equality and inclusion. The Audit's final report will inform the development of the GICHD 2023–2026 Strategy as well as project-level work by the different divisions.

Commitment two

Develop and adopt a Centre-wide policy on protection from sexual exploitation and abuse (PSEA) in line with the UN Secretary General's Bulletin on PSEA ST/SGB/2003/13 and Core Humanitarian Standard (CHS) Alliance guidelines.

Actions taken & achievements

- ✓ Recruitment of a consultant and establishment of an internal interdivisional sub-working group to develop the GICHD safeguarding accountability framework.
- ✓ All-staff survey to inform the establishment of formal and informal reporting mechanisms.
- ✓ Development of the safeguarding accountability framework in 2021.
- ✓ The framework will be finalised in 2022 and then implemented. This will comprise a comprehensive training programme, including:
 - ▼ safeguarding awareness for all staff;
 - ▼ annual bystander intervention training for all staff;
 - ▼ complaints reception capacity development for personnel to whom complaints can be addressed;
 - ▼ annual specialised technical training on conducting investigations into harassment and bullying for staff who handle complaints.

GENDER EQUALITY & INCLUSION ACTION PLAN 2021

In April 2021, the GICHD adopted the Gender Equality and Inclusion Action Plan 2021 to transform the objectives of its Gender Equality and Inclusion Policy into measurable and realistic targets. The 2021 Action Plan is a major step forward from the previous year. More diversity-related⁴ indicators were included to track participation in GICHD activities,

including representation in panels and at international conferences. Indicators measuring the diversity of representation in the GICHD consultant roster were also introduced. Additionally, the Action Plan included a new outcome to promote an organisational culture that is inclusive, enabling, and free from bias or discrimination.



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⁴ Origin and/or nationality from EO-affected countries and territories or AMAT-partner countries, as well as disability status. It is not possible to report on other diversity factors unfortunately, due to stringent conditions under the Swiss Federal Act on Data Protection on personal information.

1

OUTCOME ONE: THE GICHD'S INSTITUTIONAL FRAMEWORK CONTRIBUTES TO GENDER EQUALITY AND INCLUSION

The GICHD fully achieved all targets and established two new baselines under outcome one, as shown in the table below:

INDICATOR	BASELINE	TARGET 2021	RESULT 2021
Number of policies and procedures that promote gender equality and inclusion that are ⁵ developed or revised and approved by the management board	G&D Policy developed and adopted in 2013 (2019)	Updated GICHD Gender Equality & Inclusion Policy is adopted	Achieved ✓ The updated Gender Equality and Inclusion Policy was adopted in 2021
Gender, diversity, and inclusion needs assessment of the explosive ordnance risk reduction sector	N/A	Needs assessment is completed and recommendations inform the GICHD 2023–2026 Strategy and Gender Equality & Inclusion Action Plan	Achieved ✓ The needs assessment took place in 2021
Evaluation of the relevance, effectiveness, efficiency, impact, coherence, and sustainability of the GICHD's approach to gender equality and inclusion across the Centre's external service lines	N/A	Evaluation is completed and recommendations inform the GICHD 2023–2026 Strategy and Gender Equality & Inclusion Action Plan	Achieved ✓ The evaluation took place in 2021
% of immediate outcome briefs that fully meet the GICHD good practice gender and diversity mainstreaming criteria, disaggregated by division	50% (5 of 10) of immediate outcome briefs submitted in 2020 for implementation in 2021	55%	Achieved ✓ 100% of immediate outcome briefs submitted in 2021 for implementation in 2022
% of project briefs that fully meet the GICHD good practice gender and diversity mainstreaming criteria, disaggregated by division	32% (12 of 38 where G&D are relevant) of project briefs submitted in 2020 for implementation in 2021	37%	Achieved ✓ 98% of project briefs submitted in 2021 for implementation in 2022
% of immediate outcome reports that fully meet the GICHD good practice gender and diversity mainstreaming criteria, ⁶ disaggregated by division	Establish baseline (2021)	N/A	Baseline established ↑ 90% of immediate outcome reports for 2020
% of project reports that fully meet the GICHD good practice gender and diversity mainstreaming criteria, ⁷ disaggregated by division	Establish baseline (2021)	N/A	Baseline established ↑ 79% of project reports for 2020

⁵ To be relevant, the policy or procedure should directly or indirectly support the principles of gender equality and/or non-discrimination, protect the rights or interests of under-represented groups or groups in situations of vulnerability, aim to redress situations of inequality, or otherwise have an intended gender or diversity-related impact.

⁶ The gender and diversity section of the form clearly explains how projects under the immediate outcome contributed to GICHD strategic objective four.

⁷ The gender and diversity section of the form clearly explains how gender and diversity considerations were integrated into the project.

In 2021 the GICHD worked to enhance its institutional framework to promote gender equality and inclusion in the following ways:

Policy framework

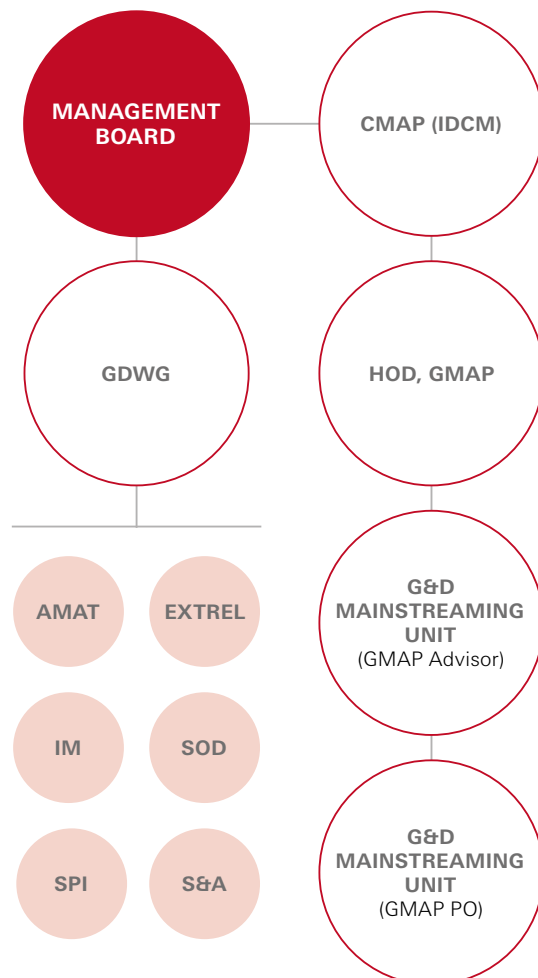
An organisation’s policy framework is a key entry point to advance gender equality and inclusion. The Gender and Diversity Working Group (GDWG) initiated a review of the Gender & Diversity Policy in 2019. The Gender & Diversity Audit played a key role in the review process, in that its findings were integrated to the extent possible in the updated policy. For example, the Audit report noted that some of the commitments under the previous policy were too broad and ambiguous in meaning, and the new policy strived to address this through a more explicit use of language where needed. Furthermore, another area for improvement was the need to outline a shared understanding of what ‘gender equality, diversity and inclusion’ means and entails–this was addressed in the updated policy, which includes an annex of key terminology.

As part of the human resources (HR) road map, the GDWG was tasked with updating the Centre’s Policy on the Prevention of and Response to Harassment, as well as the development of a PSEA Policy and Code of Conduct. This work aims to respond to the recommendations made in the 2020 Gender & Diversity Audit report. Following a decision by the management board, the task evolved to develop a comprehensive safeguarding accountability framework. This framework was developed in 2021 and will be finalised and implemented in 2022. The framework aims to foster a safe and respectful work environment by protecting and responding to on personal integrity (discrimination, sexual harassment, psychological harassment, bullying, sexism and racism etc.).

Gender and diversity mainstreaming architecture

In April 2021, a paper presenting reflections on the GDWG ToR was prepared as input for a mapping exercise being conducted by the management board. Following this, all working groups were requested to review and update their ToR in line with certain parameters. Subsequently, the GDWG updated its ToR to clarify the roles and responsibilities of the group and its members. In parallel, it was proposed that an internal Gender and Diversity Mainstreaming Unit be established to manage the day-to-day implementation of the Action Plan, as well as to provide technical advice to staff on how to mainstream gender and diversity both in internal systems and practices, as well as across external service lines.

The diagram below illustrates the internal gender and diversity mainstreaming architecture that was adopted by the management board in October 2021:



Strategy development, implementation, monitoring, evaluation, and learning

In 2021, the GICHD extended management board held a mid-term strategy review workshop. As input to this, the internal Gender and Diversity Mainstreaming Unit prepared a short paper containing reflections on lessons learnt as well as recommendations on how gender and diversity should be integrated into the GICHD 2023–2026 Strategy. Building on this, the GICHD management board committed to recruit a consultant to conduct a gender, diversity, and inclusion sectoral needs assessment, as well as an evaluation of the GICHD's work to promote gender equality and inclusion, and specifically, the empowerment of women and girls.

To support all GICHD staff in upholding the Centre's core value of equality for all, as well as the working principles of gender and diversity mainstreaming, participation, and inclusiveness, the GDWG had proposed to hire a consultancy company to facilitate discussions on what the GICHD means by 'inclusive and enabling organisational culture'. However, it was decided that this activity needed to form part of a more institutional approach to organisational development which will be conducted in 2022. The GDWG also drafted an all-staff survey which was intended to measure staff perceptions on the status of gender equality, diversity, and inclusion at the Centre. To avoid future duplication of efforts, it is recommended that these questions are used as key input to any employee engagement surveys that are planned.

Results-based management

Results-based management (RBM) is a key entry point to increase the accountability towards gender equality and inclusion. To this end, in 2021 a decision was taken by the RBM team to integrate a gender and diversity section in the immediate outcome sub-strategy template. This was a crucial step to ensure a thorough analysis of how work carried out under each immediate outcome would contribute to the Centre's strategic objective four 'gender equality and inclusion are achieved, and women and girls empowered'. The RBM team and internal Gender & Diversity Mainstreaming Unit also agreed to add a gender and diversity section in the immediate outcome brief and report templates. The Gender & Diversity Mainstreaming Unit also developed a set of good practice gender and diversity mainstreaming criteria which were developed and embedded in the relevant reporting templates.

During the 2021 planning cycle, all immediate outcome briefs were reviewed from a gender and diversity mainstreaming perspective and during RBM divisional consultations advice was provided on how to better meet the criteria. Analysis of 2021 immediate outcome briefs demonstrated that 50% fully met the GICHD's

good practice gender and diversity mainstreaming criteria, compared to 100% of those developed for 2022. Furthermore, the analysis indicated that 90% of 2020 immediate outcome reports fully met the GICHD's good practice gender and diversity mainstreaming criteria.

There have been significant improvements in terms of how project managers and/or programme officers have completed the gender and diversity section of the project brief since its introduction in 2018. Comparison demonstrated that 42% of briefs developed for implementation in 2020 fully met the good practice gender and diversity mainstreaming criteria, compared to 98% for implementation in 2022.

In 2021, the RBM team and internal Gender & Diversity Mainstreaming Unit also agreed to add a gender and diversity section to the project report to strengthen accountability. Good practice gender and diversity mainstreaming criteria were developed and applied to project reports from 2020. This demonstrated that 79% of 2020 project reports fully met the GICHD's good practice gender and diversity mainstreaming criteria.

Some highlights of how different divisions have mainstreamed gender and diversity in their work are included below:

Ammunition Management Advisory Team

The lead policy-level training package senior consultant also acted as the gender advisor for this project, thus ensuring that gender considerations were integrated throughout the training packages.



External Relations, Policy & Cooperation Programme

The IMAS Secretary's responsibilities include the coordination and management of the process through which the IMAS framework is maintained and developed. Throughout the process, in 2021, efforts were made to ensure that the international standards consistently use and promote the use of appropriate gender- and diversity-sensitive terminology and practices. Focus has also been given to the composition of the various governance bodies. The new rules and processes set out in IMAS 01.10 include provisions aimed at improving gender balance within the Review Board's composition.



Gender and Mine Action Programme

At every stage in the project cycle – from data collection to the tailoring of messages to monitoring the intervention – EORE should be gender- and diversity-sensitive. In 2021, the use of a gender- and diversity-sensitive approach was therefore one of the core principles to be promoted systematically by the EORE unit when delivering technical support to partners. It is also a central theme throughout the ‘Introduction to EORE Essentials’ e-learning course, launched in 2021. This was done with the aim of ensuring that gender and diversity considerations are systematically taken into account and mainstreamed in EORE interventions, thereby improving overall effectiveness and efficiency.



Information Management

In 2021, women accounted for 35% of applicants in information management digital training courses, compared to 14% for in-person training. The Information Management division conducted a thorough analysis of the extent to which digital training allowed for greater women’s participation, a trend which remains consistent across country of origin/nationality of applicants and their levels of prior technical experience.



Standards and Operations

The 'Understanding the International Mine Action Standards (IMAS)' e-learning course was launched in 2021. The module uses illustrations representing women and girls affected by explosive ordnance. Women working in or close to the sector (country programme managers, staff of the national mine action authority or donor organisations, etc.) is also a recurrent factor. Visibility is also given to survivors of EO accidents. Generally, the module refers to women, men, girls and boys from diverse backgrounds. The course has also been designed with sensitivity to disabilities in mind, and to ensure accessibility for all.



Strategies, Performance and Impact

Gender and diversity features prominently in Iraq's new National Mine Action Strategy. In line with international good practice, the collection, analysis and reporting on sex, age and disability disaggregated data (SADDD) are stated preconditions for the successful implementation of national strategies.



2

OUTCOME TWO: WOMEN AND MEN FROM DIVERSE BACKGROUNDS PARTICIPATE IN AND BENEFIT FROM THE GICHD'S EXTERNAL-FACING ACTIVITIES AND SERVICES ON A FULL AND EQUAL BASIS

In 2021, the GICHD achieved six targets and established six new baselines under outcome two.

INDICATOR	BASELINE	TARGET 2021	RESULT 2021
% of GICHD training and workshop participants who are women	16% (2019)	23%	Achieved ✓ 25% (333 of 1331 total participants)
% of sponsorships given to women for in-person GICHD training courses and workshops	16% (2019)	18%	Achieved ✓ 19% (29 of 69 total sponsorships)
% of GICHD training and workshop participants living with disabilities ⁸	Establish baseline (2021)	N/A	Baseline established ↑ 1% (5 of 407 participants where data on disability status was recorded)
% of sponsorships given to persons living with disabilities for in-person GICHD training courses and workshops	Establish baseline (2021)	N/A	Baseline established ↑ 0% (0 of 32 sponsorships where disability status of participants was recorded)
% of GICHD training and workshop participants from EO-affected countries	Establish baseline (2021)	N/A	Baseline established ↑ 80% (551 of 685 participants where data on origin and/or nationality was recorded)
% of sponsorships given to participants from EO-affected countries for in-person GICHD training courses and workshops	Establish baseline (2021)	N/A	Baseline established ↑ 100% (52 of 52 participants where data on origin and/or nationality was recorded)
% of panels organised by the GICHD that are gender diverse ⁹	83% (2019)	100%	Achieved ✓ 100% (17 of 17)
% of panels organised by the GICHD that include representatives from EO-affected countries	Establish baseline (2021)	N/A	Baseline established ↑ 82% (14 of 17)
% of panels participated in by the GICHD that are gender diverse	88% (2019)	90%	Achieved ✓ 95% (21 of 22)

⁸ Availability of data is dependent on voluntary disclosure of disability status by GICHD training and workshop participants.

⁹ Based on the criteria adopted by the International Gender Champions network, a gender-diverse panel is herein understood to be a panel which includes at least one woman and one man, including the chair and/or moderator.

INDICATOR	BASELINE	TARGET 2021	RESULT 2021
% of statements delivered at MSPs, NDM, RC ¹⁰ by GICHD staff that are women	25% (5 out of 20) (2020)	30%	Achieved ✓ 64% (9 out of 14)
% of statements delivered at MSPs, NDM, RC by GICHD staff from EO-affected countries	Establish baseline (2021)	N/A	Baseline established ↑ 15% (2 out of 13)
% of GICHD delegations at international conferences that are mixed gender	50% (4 out of 8) (2020)	60%	Achieved ✓ 100% (7 out of 7)

In 2021 the GICHD strived to ensure that women and men from diverse backgrounds would participate in and benefit from its external-facing activities and services on a full and equal basis in the following ways:

Workshops and training courses

25 training courses were organised by the GICHD in 2021 (9 in-person, 15 remotely, and 1 hybrid), for a total of 508 participants. 135 (27%) were women and 373 (73%) were men. Furthermore, the Centre organised 27 workshops (13 in-person, 10 remotely, and 4 hybrid). Of 775 participants, 157 (20%) were women while 558 (72%) were men. Data on gender was not available for the remaining 8% of participants. The table below further

analyses participation in GICHD training courses and workshops by origin/nationality and by disability status, where this information was recorded by the Centre. Unfortunately, the disaggregation was not implemented consistently, limiting the accuracy of the results reported, as well as the ability to monitor yearly progress and to identify success factors and challenges to the promotion of diverse participation in these activities.

Women participants

Origin and/or nationality from an EO-affected country or territory	69% (154 of 223 where origin and/or nationality was recorded)
Not from an EO-affected country or territory	31% (69 of 223 where origin and/or nationality was recorded)
Participants who declared living with disabilities	0% (0 of 80 where data on disability status was recorded)
Participants who did not declare living with disabilities	100% (80 of 80 where data on disability status was recorded)

Men participants

Origin and/or nationality from an EO-affected country or territory	79% (465 of 586 where origin and/or nationality was recorded)
Not from an EO-affected country or territory	21% (121 of 586 where origin and/or nationality was recorded)
Participants who declared living with disabilities	2% (5 of 353 where data on disability status was recorded)
Participants who did not declare living with disabilities	98% (323 of 353 where data on disability status was recorded)

¹⁰ Meetings of States Parties (CCM, APMB, CCW, ATT etc.), National Director's Meeting, Review Conferences.

When disaggregated by division, the findings are as follows:

- ▼ 19% (48 of 250) of participants in AMAT training and workshop activities were women, but data on disability status and country or territory of origin was not recorded.
- ▼ 28% (58 of 206) of participants in EXTREL training and workshop activities were women, which includes data on six events organised jointly with the GMAP and Standards and Operations divisions under the Regional Cooperation Programme. The disability status was recorded for 71 participants, of which only one man voluntarily stated that adjustments would be required to facilitate their participation. 94% of participants in EXTREL training courses and workshops (180 of 191 where data on origin and/or nationality was recorded) were from an explosive ordnance-affected country or territory, including 51 women and 129 men.
- ▼ 62% (33 of 53) of participants in GMAP training and workshop activities were women. None of the 17 participants whose disability status was recorded declared living with disabilities. 73% of participants (32 of 44 where data on origin and/or nationality was recorded) were from an explosive ordnance-affected country or territory, including 21 women and 11 men.
- ▼ 25% (17 of 67) of participants in training and workshop activities organised by the Information Management division were women. 15 women and 46 men were from an explosive ordnance-affected country or territory, which represents 91% (61 of 67) of total participants. Data on disability status was not recorded.

- ▼ 24% (120 of 507) of participants in training and workshop activities organised by the Standards and Operations division were women. 68% (346 of 507) of total participants were from an explosive ordnance-affected country or territory, including 67 women and 279 men. 1% of participants (4 of 345 where data on disability status was recorded) declared living with disabilities, all men.
- ▼ 23% (57 of 249) of participants from the Strategies, Performance and Impact division's training and workshop activities were women. Data on disability status and country or territory of origin was not recorded.

In addition to training courses and workshops, the GICHD delivered four awareness-raising sessions on gender and diversity in mine action, attended by 49 women (27 from EO-affected countries and territories, when this information was recorded) and 66 men (42 from EO-affected countries and territories). Information on disability status was not recorded.

As a result of lessons learnt in previous years, in 2021 the internal Gender & Diversity Mainstreaming Unit conducted research into country-level barriers to the participation of women and persons with disabilities in GICHD training courses and workshops. Priority was given to countries where the GICHD country-based approach was being applied. However, due to evolving political and security events, work that had been undertaken to develop country-specific recommendations for one country was put on hold. For the remaining countries, research is still ongoing and will be concluded in 2022.

Sponsorship programmes

Promoting access to sponsorships for under-represented groups can be pivotal in increasing their participation in GICHD training courses and workshops, with important ramifications for capacity development and career advancement prospects in the sector. In 2021, 69 training participants (13 women, 56 men) in GICHD in-person training courses and workshops were provided with sponsorships. These numbers are in line with gender representation in training and workshop activities organised by the Centre in 2021 (23%) and exceed the 18% target set in the Action Plan. All sponsorships for participants where data on origin and/or nationality was recorded were from EO-affected countries and territories. No participants living with disabilities were provided with sponsorships, according to the figures. However, this figure is not certain, as disability status was frequently not reported by participants themselves and/or not recorded by the

Centre. A more systematic reporting would significantly benefit the Centre's capacity to monitor its ability to target the participants mostly in need of sponsorships to benefit from GICHD activities.

For many years, the GICHD has also offered sponsorships to facilitate the access of representatives from EO-affected countries to key international conferences and events within the sector. Whilst most conferences in 2021 were held online, the Centre organised 32 sponsorships (22, or 69%, for men, and 10, or 31%, for women) to attend the Nineteenth Meeting of the States Parties (19MSP) to the Anti-Personnel Mine Ban Convention (APMBC), originally planned to be in-person in The Hague, the Netherlands. Unfortunately, due to restrictions linked to the evolution of the Covid-19 pandemic in the country, the meeting was held virtually, and sponsorships had to be cancelled.

Panel parity

Mixed panels send a strong signal to the participants themselves and to the audience on the importance that the organiser and participating entities place on equality, diversity, and inclusion. Diverse points of view also contribute to high-quality discussions, promote richer and more open debates, and help generate innovative ideas and solutions.

In 2021 the GICHD organised 17 panels and participated in 22 further panels, which were mostly online (29 of 39).

All-but-one panel participated in were gender mixed, which signals a continuous commitment by staff to foster a greater gender balance in representation at its events. Additionally, 82% (14 of 17) of panels organised by the Centre included panellists from EO-affected countries and territories – this information was recorded for the first time in 2021, in line with the Action Plan’s growing efforts to integrate more diversity considerations in its work beyond gender.

Diverse representation at international conferences

Ensuring gender-mixed and diverse representation at international conferences and high-level engagements is important for several reasons, including visibility, inclusivity, and the overall quality of interactions. It is an opportunity for the GICHD to demonstrate to external audiences how it embodies its core values.

14 statements were delivered by the GICHD in 2021, of which nine were given by women and five by men, and two by men from EO-affected countries. In total, 64% of statements were given by women in 2021 as opposed to 24% in 2020, while origin or nationality was altogether not tracked in 2020. All GICHD delegations

across seven international conferences were gender diverse, compared to half mixed-gender delegations in 2020. Furthermore, with 38% of women and 62% of men participating on average, the composition of the delegations was also more gender diverse than in 2020 (29% and 71% respectively). These represent significant improvements compared to 2020, possibly to be attributed to rising buy-in from GICHD staff considering increased monitoring of the achievement of Action Plan targets by divisions. This confirms evidence that transparent and systematic monitoring makes a difference in fostering gender equality and inclusion in an organisation.



8th Mine Action Technology Workshop ©GICHD

3

OUTCOME THREE: THE GICHD'S ORGANISATIONAL CULTURE IS INCLUSIVE, ENABLING, AND FREE FROM BIAS AND DISCRIMINATION

Neither target under this indicator was met in 2021, as reflected in the table below:

INDICATOR	BASELINE	TARGET 2021	RESULT 2021
% of GICHD staff with line management responsibilities that have participated in training, coaching, or mentoring on inclusive and non-discriminatory behaviour in the previous 12 months, disaggregated by gender	Two members of the management board completed the GCSP 'Leveraging Diversity' Course (2020)	5% Increase on baseline	Not achieved ✘ 0% (0 of 23)
% of GICHD staff that have participated in training related to inclusive and non-discriminatory behaviour in the previous 12 months, disaggregated by gender	Establish baseline (2021)	N/A	Not achieved ✘ 0% (0 of 23)

A comprehensive training programme to complement the adoption of the safeguarding accountability framework was planned in 2021. Concretely, this included skills-based capacity development for personnel to whom complaints can be addressed, annual bystander intervention training for all staff (including line managers), and annual specialised technical training on conducting investigations on harassment and bullying for staff who handle complaints. However, due to delays in the framework being developed, the training programme was postponed to 2022, with the aim of respecting the

proper sequencing of activities. For this reason, no GICHD staff participated in training, coaching, or mentoring on inclusive and non-discriminatory behaviour during 2021.

However, newly recruited staff were briefed by the GMAP team on gender equality and inclusion in the Centre's internal and external work. In addition, of the 14 new staff employed by the Centre in 2021 (9 women, 5 men), as of 31 December 2021, 79% or 11 (8 women, 3 men) have taken the GICHD 'Introduction to Gender and Diversity in Mine Action' e-learning course.

4

OUTCOME FOUR: THE GICHD PROVIDES FAIR, EQUAL, AND TRANSPARENT ACCESS TO EMPLOYMENT OPPORTUNITIES AND BENEFITS

One of the core preconditions to promote gender equality and inclusion in the workplace is to strive for a diverse workforce in distinct roles and at all levels of responsibility, from junior to leadership positions.

For this reason, outcome four of this Action Plan is dedicated to staff composition. In 2021, the GICHD met two targets under this outcome, whilst two were not achieved. Two baselines were also established.

INDICATOR	BASELINE	TARGET 2021	RESULT 2021
% of employees in the function of head of division or higher who are women ¹¹	22% (2019)	30% ¹²	Not achieved ✘ 18%
% of employees in the function of head of division or higher from an explosive ordnance-affected country ¹³	11% (2020)	11%	Not achieved ✘ 9%
% of employees in the function of head of division or higher from an AMAT-partner country ¹⁴	Establish baseline (2021)	N/A	Baseline established ↑ 0%
% of employees from an explosive ordnance-affected country ¹⁵ , disaggregated by job function	25% ¹⁶ (2020)	28%	Achieved ✓ 30%
% of employees from an AMAT-partner country, disaggregated by job function	Establish baseline (2021)	N/A	Baseline established ↑ 2%
Ratio of women to men, disaggregated by job function	46:33 ¹⁷ (2020)	TBD	Achieved ✓ 49:34

¹¹ For the purpose of this report, staff members were not requested to self-identify, but were categorised in a binary way as women and men.

¹² Target is indicative of women's representation in the function of head of division or higher increasing by one position.

¹³ This includes country of birth and current nationality. The list that has been used for this report includes the following EO-affected countries and territories: Afghanistan, Albania, Algeria, Angola, Armenia, Azerbaijan, Belarus, Benin, Bosnia and Herzegovina, Burkina Faso, Burundi, Cambodia, Cameroon, Central African Republic, Chad, Chile, Colombia, Congo (Republic of), Côte d'Ivoire, Croatia, Cyprus, Democratic Republic of the Congo, Ecuador, Egypt, Eritrea, Ethiopia, Falkland Islands/Malvinas, Georgia, Guinea-Bissau, India, Iran, Iraq, Israel, Jordan, Korea (North), Korea (South), Kosovo, Kyrgyzstan, Lao PDR, Lebanon, Libya, Mali, Mauritania, Montenegro, Morocco, Mozambique, Myanmar, Nagorno-Karabakh, Nepal, Niger, Nigeria, Oman, Pakistan, Palau, Palestine, Peru, Philippines, Senegal, Serbia, Solomon Islands, Somalia, Somaliland, South Sudan, Sri Lanka, Sudan, Syria, Tajikistan, Thailand, Turkey, Ukraine, Uzbekistan, Vietnam, Western Sahara, Yemen, Zimbabwe.

¹⁴ This includes country of birth and current nationality. The list of AMAT-partner countries in 2021 includes the following: Bosnia and Herzegovina, Equatorial Guinea, Kyrgyzstan, Mauritania, Moldova, Peru, Serbia, and Togo.

¹⁵ This includes country of birth and current nationality.

¹⁶ % of employees from an explosive ordnance-affected country by job function: 11% of management, 25% of experts, 33% of officers, 25% of support and admin roles.

¹⁷ Ratio of women: men by job function: management (3:6), experts (12:20), officers (13:5), support and admin (18:2).

As of 31 December 2021, the Centre employed 83 staff members. Of the 11 employees who held the function of head of division or higher, two were women (18%) from non-EO affected countries and one man (9%) was from an EO-affected country. In total, more women (49, or 59%, of total staff) worked for the Centre than men (34, or 41%). The ratio of women to men by job function was the following: management (2:9 men), experts (14:19 men), officers (16:5 men), support and admin functions (17:1 men).

The only staff members representing AMAT-partner countries were two experts (6%, or 2 out of 33), one woman and one man. 30% (25 out of 83) of staff members were from EO-affected countries. When broken down by job function, this equates to 9% (1 out of 11) of staff with the function of head of division or higher, 24% (8 out of 33) of experts, 57% (12 out of 21) of officers, and 22% (4 out of 18) who held support and admin functions. Women from EO-affected countries were especially prominent in officer positions, but under-represented in management, expert, and support and admin.

When disaggregated by division, the findings are as follows:

40%

(4 of 10) **of AMAT staff** in 2021 were made up of women, with the following ratio by job function: division head or higher (0:1 man), experts (1:4 men), officers (3:1 man). Two officers (one woman, one man) were from EO-affected countries or territories. One expert (woman) was from both an EO-affected and AMAT-partner country. Nationality was recorded.

69%

(9 of 13) **of EXTREL staff** in 2021 were women. Ratios by job function were as follows: management (0:1 man), experts (3:1 man), officers (4:2 men), support and admin (2:0 men). One expert (woman), four officers (three women, one man), and one woman with support and admin functions were from EO-affected countries or territories.

75%

(6 of 8) **of GMAP staff** in 2021 were made up of women, with the following ratios by job function: management (1:0 men), experts (3:2 men), officers (2:0 men). One woman working as an expert was from an EO-affected country or territory.

50%

(5 of 10) **of staff in the Information Management division** in 2021 were women. Ratios by job function were as follows: management (0:1 man), experts (3:4 men), officers (2:0 men). Two women, one expert and one officer, were from EO-affected countries or territories.

33%

(5 of 15) **of staff in the Standards and Operations division** in 2021 were women, with the following ratios by job function: management (1:1 man), experts (2:8 men), officers (2:1 man). Four experts (3 men, 1 woman) and two officers (both women) were from EO-affected countries or territories. One of the three male experts was also from an AMAT-partner country.

70%

(7 of 10) **of staff in the Strategies, Performance and Impact division** in 2021 were women. Ratios by job function were as follows: management (0:1 man), experts (2:0 men), officers (3:1 man), support and admin (2:1 man). Three officers (2 women, 1 man) were from EO-affected countries or territories.

87%

(13 of 15) **of staff in the Support and Administration division** in 2021 were women, with the following ratios by job function: management (0:2 men), support and admin (13:0 men). Three women in support and admin functions were from an EO-affected country or territory.

In addition, for the first time in 2021 the Centre tracked gender and diversity representation in its procurement practices, establishing the following baselines:

INDICATOR	BASELINE	TARGET 2021	RESULT 2021
% of consultants on the GICHD roster that are women	Establish baseline (2021)	N/A	Baseline established ↑ 29% (29 of 101)
% of annual consultancy contracts given to women	Establish baseline (2021)	N/A	Baseline established ↑ 27% (80 of 295)
% of consultants on the GICHD roster from an EO-affected country	Establish baseline (2021)	N/A	Baseline established ↑ 6% (6 of 101)
% of consultants on the GICHD roster from an AMAT-partner country	Establish baseline (2021)	N/A	Baseline established ↑ 1% (1 of 101)
% of annual consultancy contracts given to consultants from an EO-affected country	Establish baseline (2021)	N/A	Baseline established ↑ 32% (95 out of 295)
% of annual consultancy contracts given to consultants from an AMAT-partner country	Establish baseline (2021)	N/A	Baseline established ↑ 2% (6 out of 295)

The figures above show a significant gap in diversity in the Centre's procurement, both in terms of participation in the GICHD pre-qualified consultant roster and in annual consultancy contracts. While women are

under-represented, consultants from EO-affected and AMAT-partner countries are especially lacking. Their procurement would contribute to enhanced localisation efforts, adding value to the Centre's work.

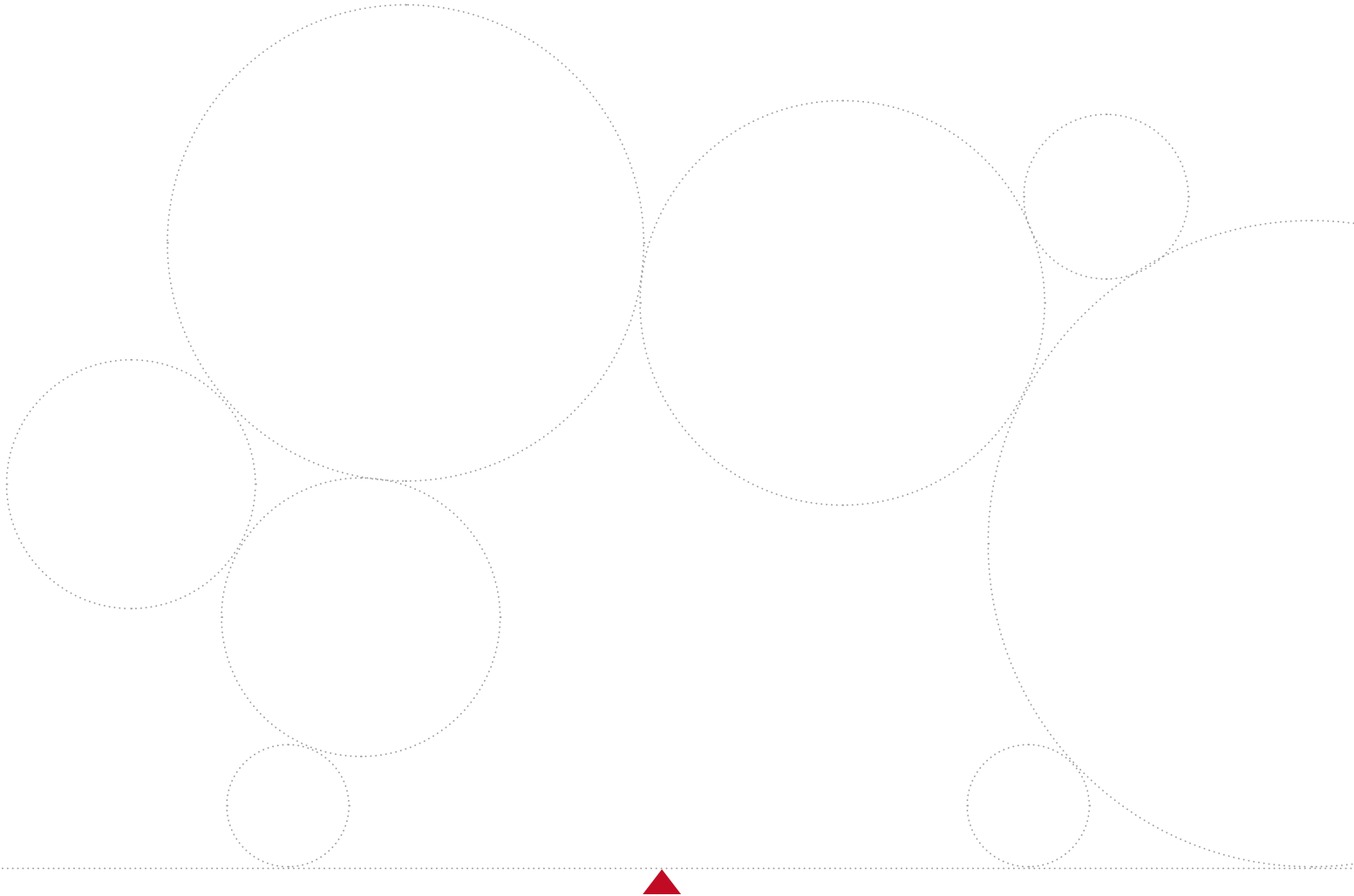
THE WAY FORWARD

Through the Gender and Diversity Working Group, the Centre has planned several key actions to continue fostering gender equality and inclusion in 2022. These are detailed in the Gender Equality and Inclusion Action Plan 2022.

These include, among other initiatives, collaborating with the Learning Unit to promote accessibility at GICHD-organised events, including training courses and workshops.

Furthermore, following the development of the GICHD safeguarding accountability framework in 2021, a series

of capacity-building activities are planned to ensure that the knowledge and skills of all staff members are in line with their safeguarding responsibilities. In addition, the Gender and Diversity Mainstreaming Unit will prepare and present recommendations on how the Centre can increase diverse representation across all job functions, and how gender and diversity in employment can be measured beyond representation. Lastly, the Gender and Diversity Mainstreaming Unit expects to develop and implement a set of initiatives to help staff feel part of a diverse and inclusive community of colleagues, in line with the GICHD's core values and working principles.





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