



# GENDER & DIVERSITY ANNUAL REPORT 2017



#### GENEVA INTERNATIONAL CENTRE FOR HUMANITARIAN DEMINING

The GICHD is an expert organisation working to reduce the impact of mines, cluster munitions and other explosive hazards, in close partnership with mine action organisations and other human security organisations. We support the ultimate goal of mine action: saving lives, returning land to productive use and promoting development. Based at the Maison de la paix in Geneva, the GICHD employs around 70 staff members from over 20 different countries. This makes the GICHD a unique and international centre of mine action expertise and knowledge. Our work is made possible by core contributions, project funding and in-kind support from more than 20 governments and organisations.

The designation employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the GICHD concerning the legal status of any country, territory or armed groups, or concerning the delimitation of its frontiers or boundaries.

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# INTRODUCTION

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The Geneva International Centre for Humanitarian Demining (GICHD) is an organisation that strives to reduce the impact of landmines, cluster munitions and explosive remnants of war in affected communities. The GICHD's work is based on fostering the principles of non-discrimination and inclusion by supporting efficient and effective mine action activities that benefit all. In its 2015-2018 Strategy, the GICHD has affirmed its commitment to fostering gender equality and ensuring that gender and diversity aspects are properly taken into account in mine action interventions.

In 2017, the GICHD entered its second year as a member of the International Gender Champions (IGC), a network of leaders who pledge to uphold gender parity in all discussions and commit to advance gender equality within their own organisations. The Centre also adopted its second annual Gender and Diversity Action Plan, building on good practices and lessons learned from the previous year to ensure long-term sustainability. Key areas of focus were the organisation of and participation in gender balanced and diverse panels, training sessions and workshops; ensuring GICHD staff is equipped with gender and diversity competencies; and mainstreaming gender and diversity through setting individual objectives.

This report measures the progress made on gender and diversity at the GICHD from January to December 2017. 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.

The GICHD acknowledges that the targets set for 2017 focus predominantly on gender as a first step and undertakes to mainstream broader aspects of diversity beyond gender in our work going forward.

# INTERNATIONAL GENDER CHAMPIONS

## International Gender Champions

In 2016, GICHD Director Ambassador Stefano Toscano joined the International Gender Champions (IGC) network as a Champion for gender equality. This leadership initiative aims to unite female and male decision-makers to overcome gender barriers. Over the past year, the network has expanded to include new Champions in Geneva and two additional chapters, in New York and Vienna. During this time, the GICHD has benefitted from regular meetings, brown bag lunches and roundtables with other IGC member organisations to exchange good practices and tools in gender and diversity mainstreaming.

For 2017, Ambassador Toscano committed to continue upholding the Panel Parity Pledge that all Champions are bound by, as well as five additional commitments to foster gender equality and diversity.



Ambassador Stefano Toscano as a speaker in the panel "Leaving No One Behind: Mine Action and the Sustainable Development Goals". June 2017.

## Panel Parity Pledge

The Panel Parity Pledge is both a concrete process and a thoughtful internal exercise to increase women's visibility and influence on panels. By joining the IGC, Champions like Ambassador Toscano pledge to advocate for gender balance on any panel in which they participate.

If, despite efforts, the outcome is a non-diverse panel, Champions commit to making a remark during the event on the panel's composition. This has proven to be particularly effective in raising awareness on the importance of gender parity in panels.

In addition to gender balance, the GICHD advocates for more diversity among panelists.

2017

From January to December, 11 panels



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



\*\* 3 organised by and 1 participated in by GICHD staff. In 2 of these panels a remark was made on the panel composition.



# INTERNATIONAL GENDER CHAMPIONS

## Additional Commitments

Upon joining the IGC network, Ambassador Stefano Toscano adopted five ambitious long-term commitments to promote gender and diversity, in addition to the Panel Parity Pledge. These commitments were extended in 2017 to further cement gains and ensure sustainable impact.

Commitment	Status	Actions taken
1. Work with our partners towards national mine action strategies that mainstream gender & diversity (Outcome 1.1 of the 2015-2018 Strategy).		<ul style="list-style-type: none"> <li>Provision of technical assistance on gender and diversity mainstreaming in strategic planning to Bosnia and Herzegovina, Democratic Republic of the Congo, South Sudan and Zimbabwe</li> </ul>
2. Ensure that all GICHD employees are equipped with gender & diversity competencies through regular training, including those organised by the Maison de la paix (Mdp) Gender & Diversity Hub.		<ul style="list-style-type: none"> <li>Delivery of training on managing opposition in the workplace (February 2017)</li> <li>Development of a Gender Library with training and reference documents</li> </ul>
3. Mainstream gender & diversity throughout our work using the GICHD Gender & Diversity Policy as a guide and setting new targets each year.		<ul style="list-style-type: none"> <li>Each staff member required to set one individual objective to advance gender equality and diversity as part of annual appraisal process</li> <li>Incorporation of gender and diversity-related fields as part of mandatory back to office report and project brief forms</li> <li>Adoption of Child Protection Policy and Code of Conduct, signed by all current and new GICHD staff and consultants</li> </ul>
4. Build links and draw on the knowledge of partner organisations that have tools and expertise on gender & diversity.		<ul style="list-style-type: none"> <li>Collaboration with the Gender and Mine Action Programme (GMAP) and Mdp Gender &amp; Diversity Hub on research, training and event organisation</li> <li>Member of the International Gender Champions network since 2016</li> </ul>
5. Strive for gender balance and diverse participation in GICHD training sessions and workshops.		<ul style="list-style-type: none"> <li>Launch of Online Training Platform (OTP), allowing the collection of more comprehensive and systematic gender and age disaggregated data on training participation</li> </ul>

## International Gender Champions 2018

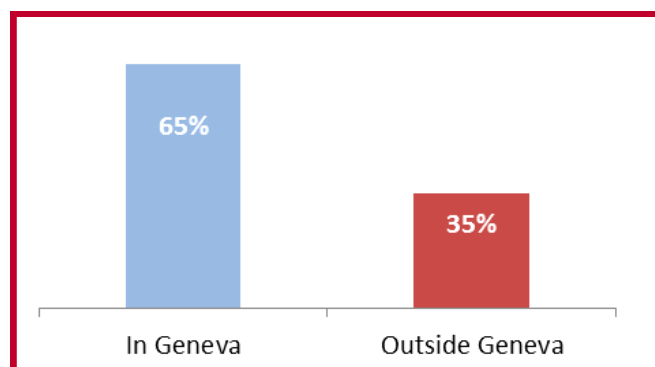
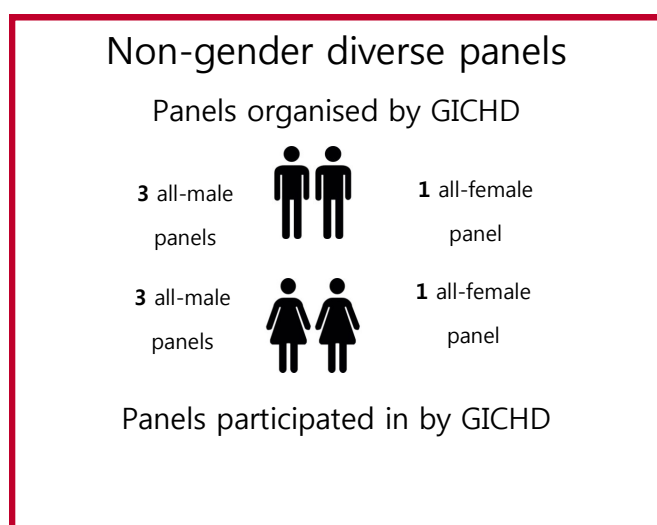
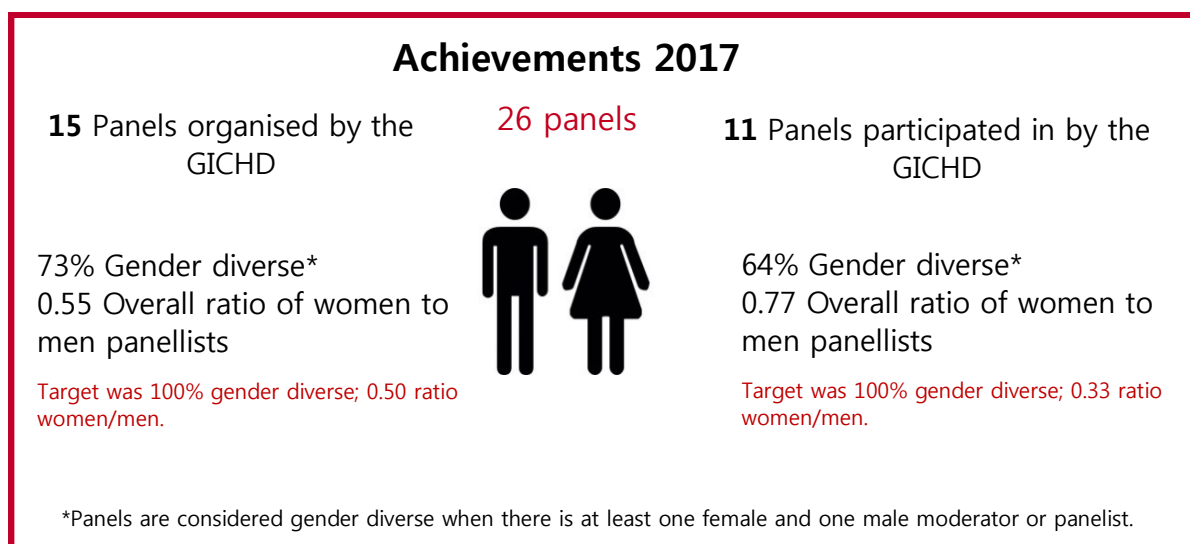
In 2018, the IGC will concentrate efforts on measuring impact. In line with this, each Champion will be invited to make a maximum of two additional commitments, which should be time-bound, specific and measurable. Ambassador Toscano and the GICHD will continue to uphold the Panel Parity Pledge while embracing two new commitments.



# GENDER & DIVERSITY ACTION PLAN 2017

In March 2017, the GICHD adopted the Gender and Diversity Action Plan (GDAP) 2017 to transform the objectives of the GICHD Gender and Diversity Policy into measurable and realistic targets. Given the short implementation period of the GDAP 2016 (adopted in September 2016), it was decided to maintain the same goals for 2017, with adjustments to the targets and key actions according to the 2016 results. These organisational goals aligned to the commitments made by Ambassador Toscano to the IGC for 2017. The implementation of the plan is observed by the Gender Officer and the Junior Programme Officer on Gender & Mine Action, with the support of the Gender and Diversity Working Group.

Goal 1: Panels organised or participated in by GICHD staff are gender-mixed and diverse.



# GENDER & DIVERSITY ACTION PLAN 2017

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## Actions taken

- Strengthened monitoring tools for the collection and analysis of sex and age disaggregated data on panels participated in or organised by GICHD staff
- Encouraged staff organising or speaking on panels to make a remark during the event if, despite efforts, the outcome was a non-diverse panel

## Analysis

There was considerable improvement in the collection and monitoring of data on panels organised or participated in by the GICHD in 2017, which resulted in a larger sample of panels analysed (26, compared to 18 in 2016). Encouragingly, the targets for the overall women to men ratio on panels were met for both panels organised and participated in by GICHD, which could be a sign of increased awareness about the importance of panel parity.

At the same time, the majority of panels from 2017 featured more male speakers than female ones, and female representation was highest on panels with gender-related themes: 80 percent of panels with a higher proportion of women than men had a gender-related thematic focus.

The target for gender-diverse panels (100 percent) was also not met, with GICHD staff having participated in and/or organised eight non-gender diverse panels, including six all-male panels and two all-female panels. This was an increase from the three all-male panels recorded in 2016. It is possible that in some cases staff judged it preferable to attend a panel and make a public remark about the lack of gender-diversity as opposed to withdrawing outright.

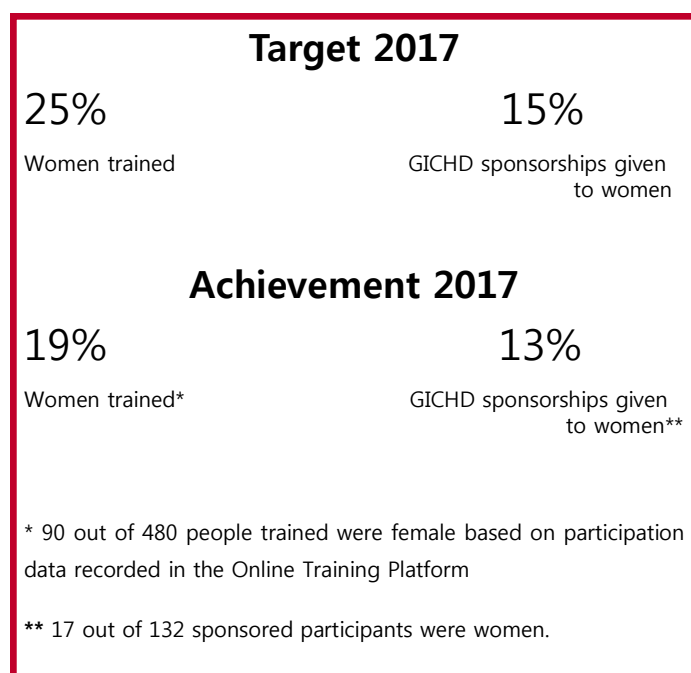


Tammy Hall, Head of the Strategies and Standards Division at the GICHD, speaking at the panel "*20 Years of Success: Fulfilling the Promise of the Convention by 2025*", held at the 16<sup>th</sup> Meeting of States Parties to the Anti-Personnel Mine Ban Treaty. December 2017.



# GENDER & DIVERSITY ACTION PLAN 2017

Goal 2: Participants in workshops and training sessions organised by the GICHD are gender-mixed and diverse; a significant amount of sponsorships for GICHD workshops are granted to women.



## Actions taken

- Launched the Online Training Platform (OTP), a tool that provides comprehensive and systematic gender and age disaggregated data on training participation
- Targeted invitations to potential female participants and encouraged the participation of women in trainings when liaising and communicating with partners



Non-technical survey (NTS) training in Colombia. October 2017.

## Analysis

In 2017, there was a significant increase in the percentage of female participants attending GICHD training sessions. Although short of the 25 percent target for the year, there was clear progress with an increase of 17 percent in comparison with 2016.

This positive result is likely linked to the active engagement of GICHD staff members in organising gender-mixed and diverse workshops and training sessions. In the Annual Gender and Diversity Centre-wide Staff Survey 2017, 67 percent stated that the GICHD satisfactorily or very satisfactorily encourages the participation of people of diverse backgrounds in its training courses. Moreover, when asked to share actions taken in 2017 to support improved gender and diversity outcomes in the GICHD's work, selection of diverse candidates was the most commonly cited action by GICHD staff.

Good practices included the prioritisation of qualified female participants, encouraging participation of applicants from diverse backgrounds, and offering flexible participation modalities as needed. GICHD staff are clearly invested in reflecting about the gender composition of their training courses and workshops and in implementing strategies to achieve greater gender balance.

## GENDER & DIVERSITY ACTION PLAN 2017

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At the same time, there is still room for progress. In addition to falling short of the target goal, there was a seniority gap: most women trained were between 31 and 40 years old (33%), whereas most men trained were in the 41 and 50 age range.

There were also discrepancies in gender balance based on the type of course being offered and its selection process. In particular, courses oriented towards national mine action directors or other senior staff – groups in which women are underrepresented – tended to have less women represented. Nomination by national authorities was another complicating factor.

With regards to the indicator on sponsorships for GICHD workshops, 13 percent of sponsorships were awarded to women, falling short of the target of 15

percent. These statistics also include scholarships administered by the GICHD on behalf of other partners. One of the challenges GICHD staff reported for attracting diverse applicants to the sponsorship programme related again to demographics, as sponsorships are usually targeted to national mine action directors and other senior officials (who in the mine action context are more often men). Faced with these challenges, the GICHD plans to reflect on key actions to support greater gender parity in its training courses and sponsorship programme, including the dissemination of good practices and lessons learned.

Going forward, the OTP should also be further drawn on to inform the strengthening of goals and indicators related to broader diversity measures.

# GENDER & DIVERSITY ACTION PLAN 2017

Goal 3: All staff members participate in competence development sessions on gender and diversity.

## Achievement 2017\*\*

52%

Staff who completed at least one competence development session(s)\* on a topic related to gender and/or diversity

Target was min. 2 per staff member

73%

Employees who self-assess their gender and diversity competencies as good or very good

Target was 80%

\* Includes workshops, training courses, panel discussions and events

\*\* Source: Annual Gender and Diversity Centre-wide Staff Survey 2017. Information was not collected to be able to report on the third indicator, namely "% of respondents who report having used gender and diversity related resources to improve the quality of their work."

## Actions taken

- Organised 2-hour workshop to 18 staff members on how to manage opposition in the workplace (February 2017), facilitated by the GICHD's Gender and Diversity Working Group
- Developed a virtual Gender Library with training and reference documents



Case study activity during Workshop on how to manage opposition in the professional environment. February 2017.

## Analysis

Amongst the staff who completed the Annual Gender and Diversity Centre-wide Staff Survey, 52 percent reported participating in gender and/or diversity-related events or training sessions in 2017. This included an internal workshop titled "How to manage opposition in the professional environment," which aimed to enable the discussion of experiences and sharing of tools on how to address, react to and deal with opposition and resistant behaviour. As a concrete output of the seminar, the GICHD produced a short guide on "Suggested Best Practices on How to Manage Opposition" that was shared with staff and external partners.

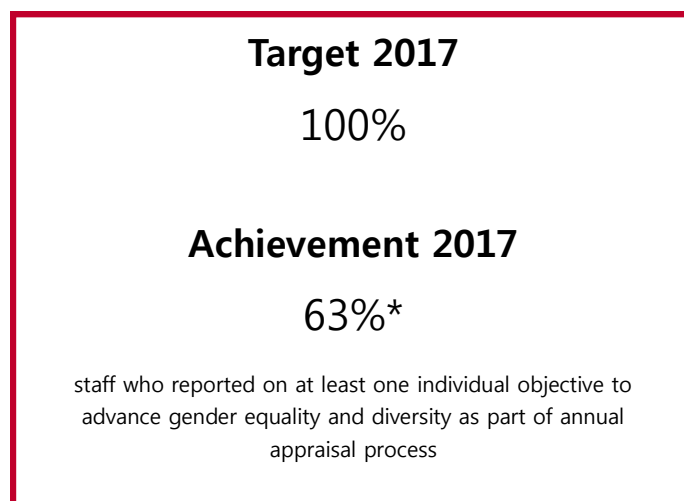
The number reached also includes ten new staff members who received a mandatory induction from the GMAP on reasons for and approaches to mainstreaming gender in mine action, as well as several others who attended sessions organised by the GICHD, Mdp Gender and Diversity Hub and other external partners. Topics addressed ranged from anti-harassment policies and gender bias awareness to gender equality and the Sustainable Development Goals.

This goal will be integrated with Goal 4 in the next GDAP, as part of larger efforts to ensure staff have sufficient resources and opportunities to be able to mainstream gender and diversity in their work. Emphasis will be placed on providing divisions with the training and resources needed to be able to accomplish their unique sets of objectives.

# GENDER & DIVERSITY ACTION PLAN 2017

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Goal 4: Every staff member has at least one individual, measurable objective towards gender and diversity relevant to her/his area of work.



## Action taken

- Supported Heads of Divisions and staff members to identify individual objectives on gender and diversity relevant to their area of work

## Analysis

In 2017, Heads of Divisions at the GICHD received guidance to ensure each of their division members set at least one individual objective related to gender and diversity as part of the formal appraisal process. This represented an important step in order to further mainstream gender and diversity across the GICHD's planning and operational work. In early 2018, the first round of appraisals of the objectives set in 2017 will be conducted. The appraisal process will help to identify challenges and opportunities related to the mainstreaming of gender and diversity across GICHD staff's work.

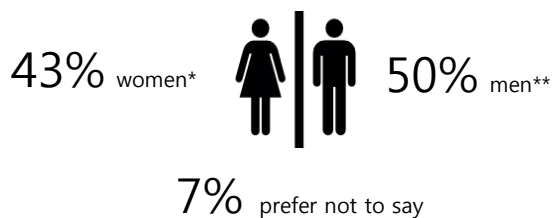
# GENDER AND DIVERSITY ANNUAL SURVEY 2017

## Gender & Diversity Annual Survey 2017

In December 2017, the GICHD conducted its second Annual Gender and Diversity Centre-wide Staff Survey to measure the perceived competencies and needs of GICHD staff. The results serve to inform priority areas of work, targets and indicators of the Gender & Diversity Action Plan. It also gives a self-reported indication of staff needs and ideas to further the promotion of gender and diversity mainstreaming at the GICHD.

### Staff Perceptions on Relevance of Gender and Diversity at the GICHD

46 respondents



91% believe gender and diversity are relevant to their area of work

### Staff Perceptions on Gender and Diversity actions at the GICHD

67%

assess the GICHD's efforts to encourage diverse participation in training courses as satisfactory or very satisfactory

37%

satisfied or very satisfied

56%

neutral or no opinion

with the GICHD's mainstreaming of gender and diversity in its external services

### Staff Perceptions on Gender and Diversity Resources at the GICHD

63%

Assess the general gender and diversity support available to them as good or very good

67%

Assess the general materials on gender and diversity as good or very good

Division-specific support and resources available on gender and diversity:

32%

Good or very good

16%

Insufficient

### Examples of good practices from GICHD staff:



- Mainstreaming of gender and diversity considerations in project planning and funding proposals
- Selection of diverse candidates for training courses and workshops
- Integration of gender and diversity considerations in baseline assessments and training courses
- Conducting gender and diversity analysis in preparation for missions
- Development of internal policies, i.e.: anti-harassment and Child Protection policy

## Suggestions for further gender and diversity mainstreaming:



- Division-wide training and sharing of good practices
- Improve analysis of Sex and Age Disaggregated Data and its use in operational planning
- Enhance the channels and mechanisms to report inappropriate behavior from staff/external partners
- Set targets and indicators to better encompass other relevant diversity dimensions beyond gender
- Foster greater diversity in staff composition, in particular at senior management level



## Analysis

This year's response rate was the highest yet at 46 responses (67.6 percent of GICHD staff), compared to 35 responses in 2016. Significantly, nine out of ten respondents (91 percent) reported gender and diversity as being relevant or very relevant to their area of work, also an increase when compared to the previous year (84 percent) and an indication of strong staff buy-in.

Most staff mentioned training as their preferred avenue for enhancing their gender and diversity competencies, with several expressing a desire for more training opportunities at the division level. Based on this suggestion, the GICHD Gender and Diversity team plans to work with division heads to elaborate a comprehensive training programme for 2018 targeted to the needs of each division and to develop further resources on case studies and good practices as complements. Other requests included providing advice in preparation for missions and one-to-one support.

With regards to desired topics for training courses, communication in multicultural environments (including non-violent communication) and preventing and responding to gender-based violence were identified as main areas of interest by the respondents. Interestingly, over half of women respondents expressed interest in learning more about the topic of masculinities and males' diverse experiences, compared to a quarter of men respondents.



## OTHER ACTIVITIES

### Gender and Diversity Working Group

The Gender and Diversity Working Group is composed of at least one member of each division, a representative of the GMAP and a representative of the Implementation Support Unit for the Convention on Cluster Munitions (ISU-CCM). The Working Group supports the implementation of the Gender and Diversity Policy and the GDAP and provides guidance for the mainstreaming of gender and diversity at the GICHD. Each member acts as the gender and diversity focal point for their respective division, identifying potential areas of work and collaboration and communicating the activities of the working group to their colleagues. The group meets every other month.

In 2017, the group engaged in in-depth discussions on how to better include other aspects of diversity in the GDAP for 2018 and was actively involved in the consultation process for the GICHD's upcoming strategy.

### International Women's Day

On the occasion of International Women's Day 2017, the GICHD organised a breakfast for all staff. Ambassador Stefano Toscano took this opportunity to reaffirm his commitment to fostering gender equality and pledged to promote the inclusion and full participation of women at the GICHD and in mine action programmes. To mark this day, staff were also invited to participate in a quiz on gender and diversity.

### Brown Bag Lunch with Behaviour Change Lab

In July 2017, Laura Folly, from the Behaviour Change Lab in Geneva, delivered a brown bag lunch session on theories and processes of behaviour change. This session was attended by GICHD staff and also members of the Maison de la Paix Gender and Diversity Hub.

### "Mansplaining Gender and Disarmament" Event

On 14 September 2017, the Geneva Disarmament Platform and the GICHD co-hosted a public discussion on gender and disarmament in collaboration with the Geneva Centre for the Democratic Control of Armed Forces (DCAF), GMAP and Reaching Critical Will (RCW). The panel used humour to engage the audience in a thought-provoking discussion on the incorporation of a gender perspective into disarmament work.



Ambassador Stefano Toscano reading his pledge to staff at International Women's Day. March 2017.

# MAISON DE LA PAIX GENDER AND DIVERSITY HUB

## What is the Gender and Diversity Hub?

The Maison de la paix (Mdp) Gender and Diversity Hub is a joint initiative of several organisations based at the Maison de la paix in Geneva who together serve as a leading source on gender and diversity issues related to peace and security. In 2017, the Hub had six members: the GICHD, DCAF, Geneva Centre for Security Policy (GCSP), GMAP, Graduate Institute Gender Centre and Small Arms Survey (SAS).

## Events and Activities hosted by the Mdp Gender and Diversity Hub

*Breaking Free, Releasing Joy: Detention and Disappearance during the Syrian Conflict* | 24 February | Hosted by GCSP in collaboration with the Hub and the Women's International League for Peace and Freedom (WILPF) | Public discussion with three Syrian women activists.



GICHD staff moderating debate on Gender and Conflict Management. June 2017.

*Research Frontiers in Gender and Sustainable Peace* | 7 June | Hub event in collaboration with the Geneva Peacebuilding Platform | Half-day seminar.

*Living Peace: The Story of Abby and Kyalu* | 8 November | Organised by DCAF in collaboration with the Hub | Film screening and discussion

As part of Geneva Peace Week, the Hub organised a screening of the film "The Story of Abby and Kyalu", followed by a debate with Mr. Benoît Ruratotoye from the Living Peace Institute (LPI). Mr. Benoît Ruratotoye led a discussion on gender equality, masculinities and conflict prevention. Dr. Guy Rhodes, Director of Operations at the GICHD, was one of the speakers.



Mr. Benoît Ruratotoye and representatives of DCAF, GICHD and IHEID Gender Centre at the Geneva Peace Week. November 2017.

## THE WAY FORWARD

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The GICHD strives for gender equality and diversity in mine action activities. Based on an analysis of the results and achievements from 2017, and taking into account staff feedback from the annual survey, the GICHD Gender and Diversity Working Group has identified several priority areas for action in 2018. These include:

- Further mainstreaming gender and diversity in the GICHD's external services, including by working with division heads to elaborate a comprehensive training programme targeted to the needs of each division and developing further resources on case studies and best practices;
- Improving understanding and measurement of impact;
- Setting of concrete targets and action-steps to better incorporate wider diversity considerations (beyond gender), such as country of origin and (dis)ability status; and
- Addressing constraints and opportunities with regards to diversifying staff composition and increasing representation of persons from mine-affected countries and mine/ERW survivors.

Having reviewed the goals, indicators and key actions from the Gender and Diversity Action Plan 2017, the following six specific and measurable outcomes will therefore be prioritised in the action plan for 2018:

- 1) Panels organised or participated in by GICHD staff are gender-mixed and diverse;
- 2) Participants in workshops and training sessions organised by the GICHD are gender-mixed and diverse;
- 3) Gender and diversity is mainstreamed in each staff member's area(s) of work;
- 4) All staff members are equipped with gender and diversity competencies and knowledge to be able to achieve their individual objectives;
- 5) GICHD staff composition is gender balanced and diverse; and
- 6) The GICHD's procedures and policies uphold the principles of gender equality and non-discrimination.

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