



Meeting the Challenge Together

Advancing Gender & Diversity in Project Implementation

A person wearing a light-colored headscarf and goggles is shown in a desert setting. The person's face is partially obscured by the scarf. The background is a vast, flat, arid landscape under a clear sky.

Agenda

O V E R V I E W &
C O N T E X T U A L I Z I N G

P A R I T Y

M A I N S T R E A M I N G

Q & A



Actual Search Results for "women shouldn't"

- women shouldn't |
- women shouldn't have rights
- women shouldn't vote
- women shouldn't work
- women shouldn't box



Gender and Diversity...

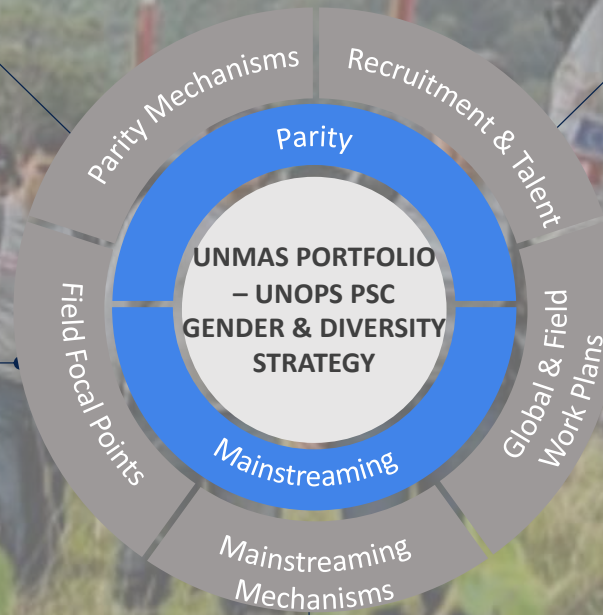
Why now?

Strategy Overview

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**

- ▶ UNOPS Gender Parity Strategy
- ▶ UN Mine Action Strategy (2019-2023)
- ▶ UNMAS Strategic Plan (2019-2023)

- ▶ Focal points in each UNMAS Field Programme
- ▶ Accountability Framework



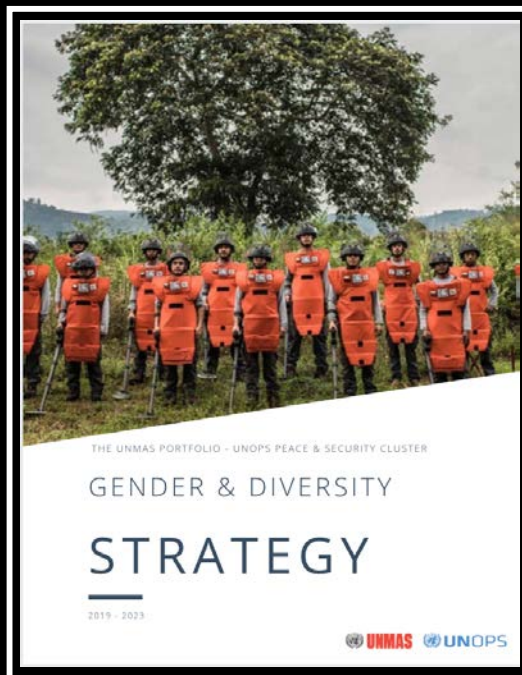
- ▶ Gender Sensitive VAs
- ▶ Talent Outreach Strategy
- ▶ Training/Career Development in Technical and Leadership roles
- ▶ Mentoring

- ▶ Training + Presentation of Lessons Learned from workplan formulation
- ▶ Context specific G&D training for mine action/explosive hazard management sector

- ▶ Gender Guidelines for Mine Action Programmes
- ▶ UNOPS Systems & Processes: Provide technical guidance and support for procurement processes, revision of documents, integration into PSC Initiatives (IM, TST, PM) etc.

Strategic Objectives

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

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

Global Workplan

UNMAS Portfolio - UNOPS PSC Gender & Diversity Global Workplan									
Objectives/Outputs/Activities	Indicator	Means of Verification	Targets					Assumptions	
			Baseline in 2018	Intermediate target December 2020	Intermediate target December 2021	Intermediate target December 2022	Target December 2023		
UNMAS Field Programmes are staffed by a diverse workforce whose retention is supported through professional development and an enabling environment	% of females in the UNMAS Field Programme workforce is increased	OneUNOPS Enterprise Resource Planning (ERP)	27% Female	40% Female	50% Female	50% Female	50% Female	Funding is secured to implement the gender and diversity workplan	
Output 1.1 Increased proportion of qualified female candidates responding to Vacancy announcements	% of Vacancy Announcements (VAs) templates used includes gender positive language and requirements	Minutes from the Gender & Diversity Task Force approving the templates	0%	100%	100%	100%	100%	External technical support can be secured; e.g. using Gender Decoder for Job Ads	
	% of qualified respondents to VAs who are female (disaggregated by position, type and grade)	Long list from UNOPS' Global Personnel Recruitment System (GPRS)	-	40%	50%	50%	50%	-	
	# of field locations with recruitment outreach strategies	Strategies filed on Google Drive (Insert URL)	0%	100%	100%	100%	100%	Suitably qualified and experienced outreach candidate is appointed by December 2019 to support PSC HRT	
	% of shortlisted candidates that are female	Short list from UNOPS' GPRS	Kevin to ask GPRS	50%	51%	53%	55%	Percentage on non-technical side will be between 60-70% and the average is lowered to accommodate the technical gap	
Strategic Objective 1 Output 1.1 Activities	1.1.1 Create gender sensitive templates for vacancy announcements in UN official languages*, including mandatory language on non-UN experience & flexible working								
	1.1.2 Review the qualification and experience requirements for each position and identify opportunities to include special measures that will attract female applicants								
	1.1.3 Develop and implement Recruitment Strategy (to include guidance on branding, PR and value propositions) at global and field levels, designed to target and attract female applicants international positions								
	1.1.4 Recruit part-time (50%) Outreach Specialist (ICA-2) and one full-time (100%) Gender & Inclusion Specialist (ICA-2) to assist in the recruitment of women into senior positions and technical roles								
	1.1.5 Create and implement a global communication strategy about the recruitment of women in UNMAS (technical and leadership positions)								
	1.1.6 Communication specialists to be trained in gender sensitivity to ensure all communication and branding are gender inclusive, depict women more/ = than men, brand UNOPS PSC and UNMAS as female positive organisations								
Output 1.2 More women are appointed (including those in under-represented groups)	% of women appointed in UNMAS Field Programmes (disaggregated by modality, FTA, IICA, Retainer)	ERP	37%	70%	70%	60%	55%	Appointed women accept the position and deploy. Targets will be worked out separately for each position; for some, it will be necessary to have 100% female recruitment under special measures to account for the fact that the target for technical recruitment will be much lower	
Strategic Objective 1 Output 1.2 Activities	1.2.1 Deliver gender sensitivity training to all personnel involved in interview panels								
	1.2.2 Develop gender positive guidance on competency based interview and issue to interviewees								
	1.2.3 Ensure that all interview panels for positions have women and men represented								
	1.2.4 UNOPS PSC HRT to develop recruitment targets for each position type and record via the gender and diversity dashboard								
	1.2.5 Hold hiring managers and leaders accountable for position related targets and require justification for male recruits								
Output 1.3 Retention of female staff is improved	% improvement in female retention rates (disaggregated by location, function and modality) % gender pay gap by ISC level	ERP	Kevin to find	0%	0%	0%	0%	This will be calculated by...and will not include duty-station transfer cases	
Strategic Objective 1 Output 1.3 Activities	1.3.1 Creation and roll out of a training/learning framework (including participation at extended meetings and retreats) which provides guidance on inclusivity, targets and options to facilitate female participation								
	1.3.2 Create a induction package for each field location which is tailored to the specific needs of women including security and social awareness, health and hygiene, and support systems (e.g. dedicated "buddy" upon deployment)								
	1.3.3 Develop and implement minimum standards for field living conditions focused on the specific needs of female employees (e.g. requirement for lightning, direct access to female bathrooms etc.)								
	1.3.4 Ensure all female personnel have access to Womens Security Awareness Training (delivered in partnership with UNWOMEN and UNDSS)								
	1.3.5 Update and communicate each quarter to all staff how sexual harassment and PSEA concerns /incidents must be dealt with and reported (including communication to implementing partners)								
	1.3.6 Perform living condition assessment of each duty station to determine extent to which it responds to unique needs of women								
	1.3.7 Develop and communicate clear policies on flexible working and mobility in the workplace (including highlighting this information at the beginning of VAs)								
	1.3.8 Conduct regular internal communications campaign to ensure existing HR policies such as parental leave are well known (e.g. through human interest stories)								
	1.3.9 Communications campaign on the role of men and leadership in championing gender equality and supporting enabling environments (i.e. panel parity pledge, #HeForShe, allyship, etc)								
	1.3.10 All staff to include a mandatory performance objective with a minimum 10% weighting, committing to the promotion of an inclusive culture and stating the specific way they will contribute to the UNOPS Gender Action Plan (GAP) in OneUNOPS Projects								
	1.3.11 Develop and implement training on inclusive culture (what is the current culture in our workplaces? Where do we want to be? - who speaks during meetings, do women feel their ideas and voices are included)								
Objective 2 Women and men, including under-represented groups, are equally represented in UNMAS Field Programme leadership roles	% non-technical leadership roles (ICS-11+) filled by women (disaggregated by Global North/South)	ERP	Kevin to find	45%	50%	50%	60%	Senior role is considered as ICS-11 (P4)	

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:

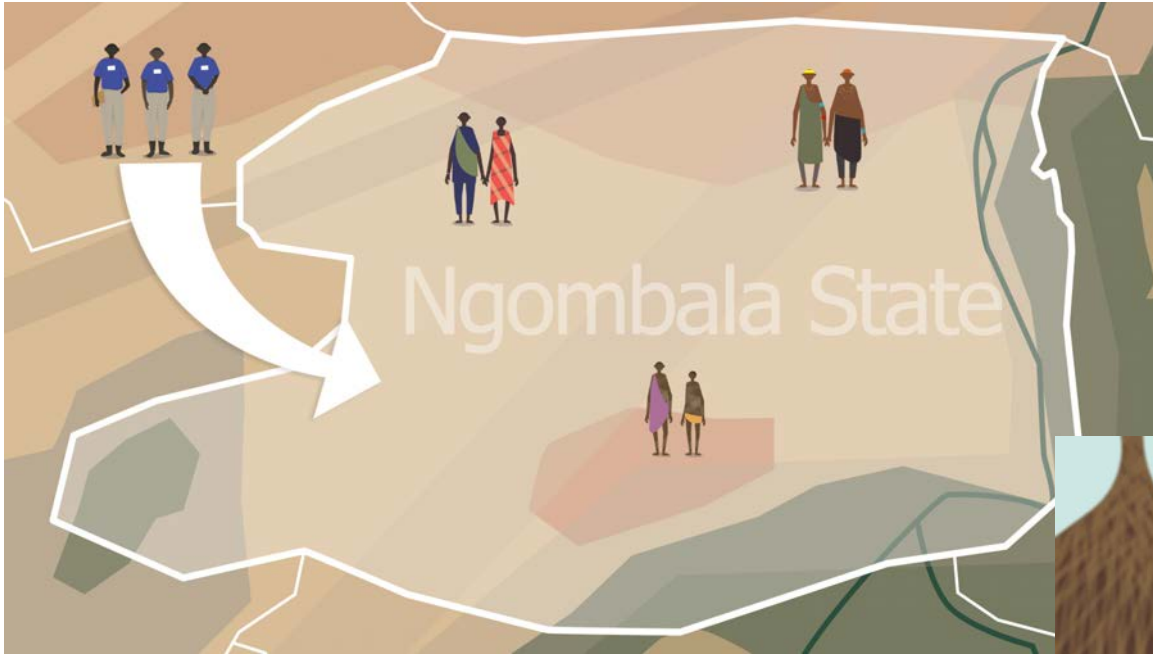
- Collection, analysis and use of data
- Implementation
- Women still underrepresented
- Women ≠ Gender Mainstreaming
- Perception of gender as an add-on
- Importance of diversity not well-understood

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

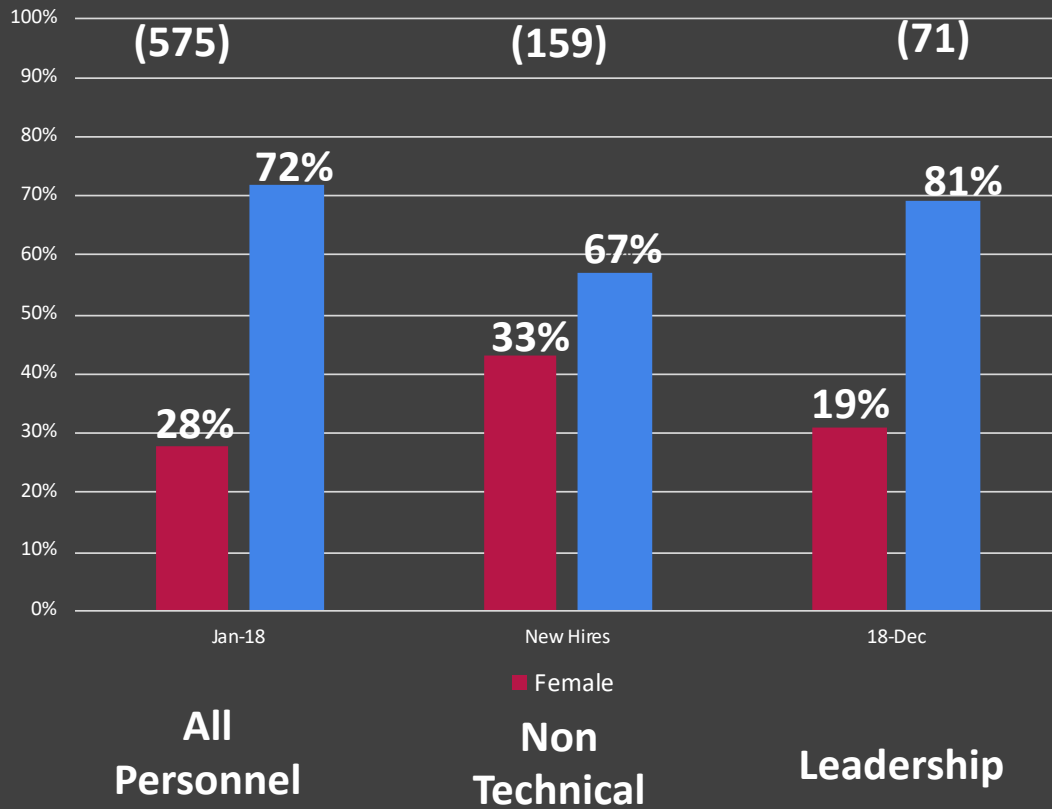
&

Alice Laugher, CEO, CTG

BACKGROUND INFORMATION

PSC - Understanding the Challenge

2018 Baseline



How do we compare?



2% French military



8% UK military



10.9% NATO



2% UN Mission DRC



25.5% IT & Mathematics

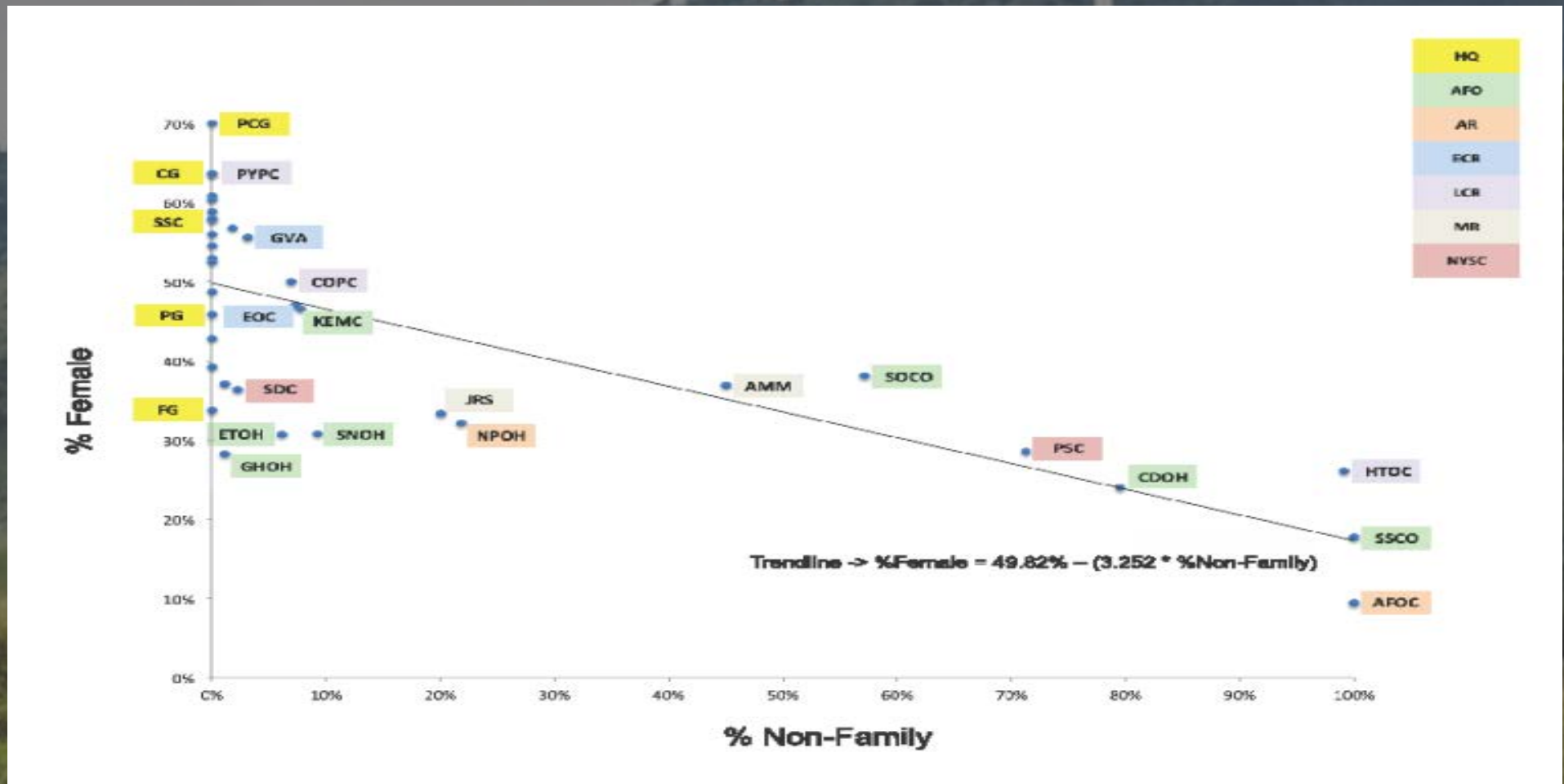
Google 31%
Microsoft 25.8%
Amazon 39%
Twitter 37%



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

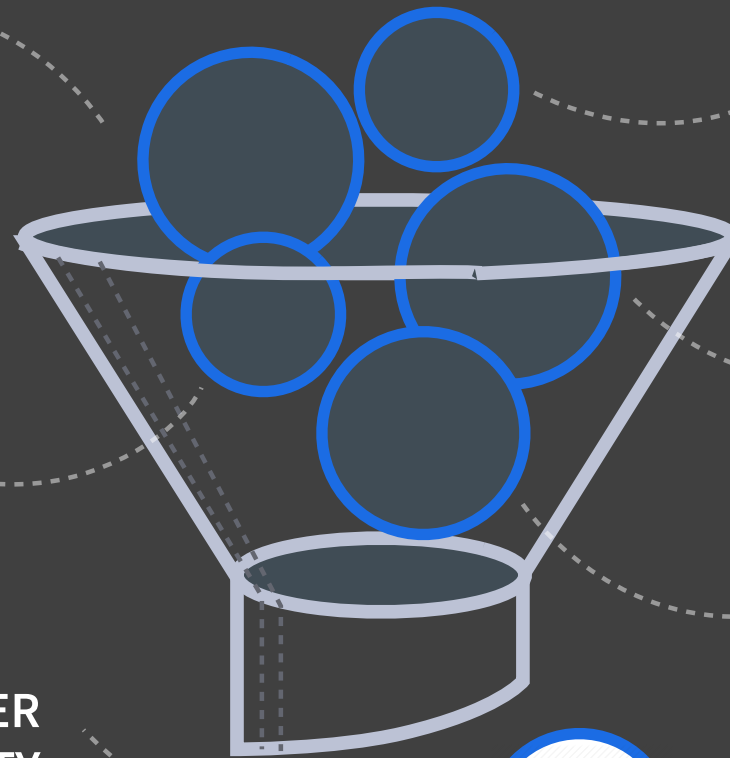
Retention of female personnel is improved

Increased number of females working in technical roles

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


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

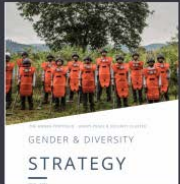


UNMAS PORTFOLIO - UNOPS PSC
**GENDER & DIVERSITY
GLOBAL PORTAL**
2019 - 2023

Welcome to the UNMAS Portfolio - UNOPS PSC Gender & Diversity Global Portal!
The Portal acts as an information and data platform for the joint UNMAS Portfolio - UNOPS PSC Initiative. As a quick reference guide, the below highlights the three main pillars of the initiative.


THE STRATEGY

- The scope of our strategy is all encompassing; it covers both parity and mainstreaming aspects of gender and diversity, which cannot exist in isolation.
- It also aligns with a number of key endeavors such as: the UN Mine Action Strategy (2019-2023), UNOPS Gender Parity Strategy and the UNMAS Strategic Plan (2019-2023).
- It is supported by 19 Workplans (1 global and 18 field) with tangible and measurable outputs, indicators and outcomes.




THE WORKPLANS

- The Global Level Workplan focuses and guides our work at the global level on specific areas that have been identified as high priority.
- The UNMAS Field Programme Workplans supports the global workplan and are tailored to the context of their respective field programmes. They also support UNMAS' Strategic Plan and serve to meet mandatory UNOPS quality requirements for Gender Action Plans (GAPs).



THE DASHBOARD

- A Gender & Diversity Dashboard has been created, which allows the tracking of statistics at the global and field level to monitor and evaluate progress of the strategy and workplans.
- Global Level progress monitoring of the strategy and workplan will be conducted during the Portfolio Level External Review, via the dashboard, which occurs each quarter between UNMAS Chief of Programme and the Director of UNOPS PSC.
- Field Level monitoring and review of the implementation of the all field workplans, will be done via the dashboard, through UNMAS programme quarterly and strategic reviews. These reviews will take a 'report, access and refine' approach to ensure continual improvement is achieved.



For questions & support on the Initiative, please contact both Talitha Dowds (talithad@unops.org) and Giorgia Depaoli (giorgiad@unops.org).

KPI Analysis Over Time

Programme: Position Level:

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

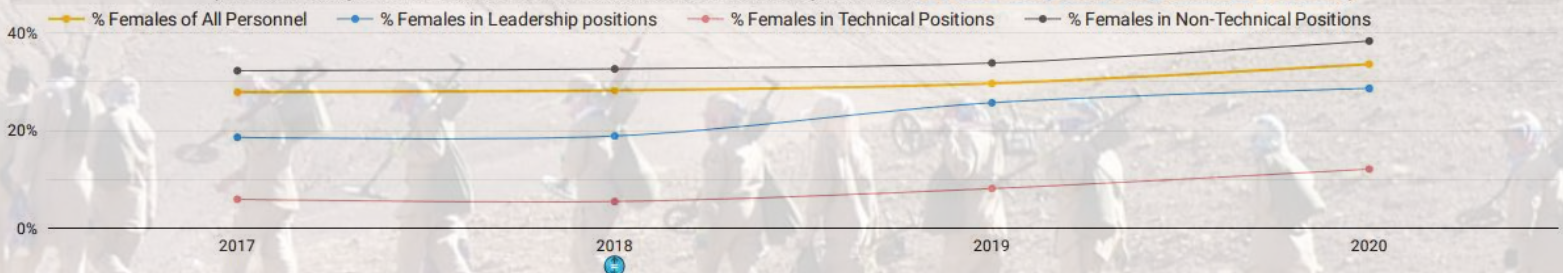
KPI 4: % Females in Non-Technical Positions (2020) **38%** ↑ 4% from previous year

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

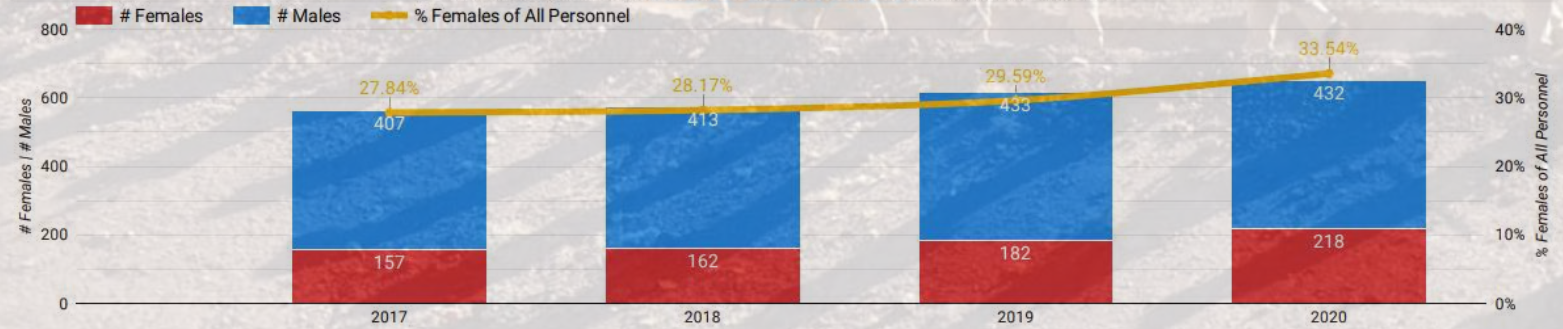
Year	All Personnel	# Females	% Females of All Personnel	% Females in Leadership Positions	% Females in Technical Positions	% Females in Non-Technical Positions
2020	647	218	34%	29%	12%	38%
2019	611	182	30%	26%	8%	34%
2018	575	162	28%	19%	5%	33%
2017	563	157	28%	19%	6%	32%

(Leadership Positions are ICS11 and above) (Guide to PSC **Technical** and **Non-Technical** Positions)

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



(Timeline analysis of All Active UNOPS Personnel over the last 4 years)



CTG'S **FEM**Ā**LE**FIRST 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



#**FEM**Ā**LE**FIRST

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.



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 Ordinance Device instructor in my country, and one of very few working in the field.”



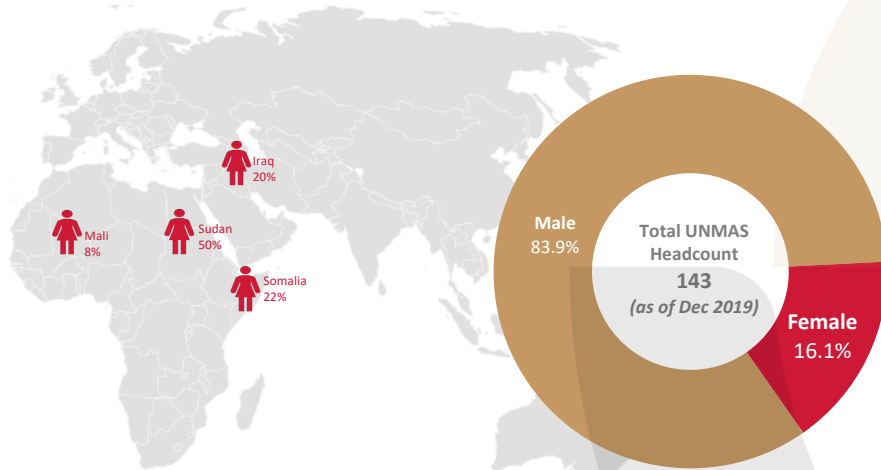
Risk Education Consultant, Iraq
Céline Cheng

“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.”

CTG / UNMAS Projects Gender Parity



Female Percentage

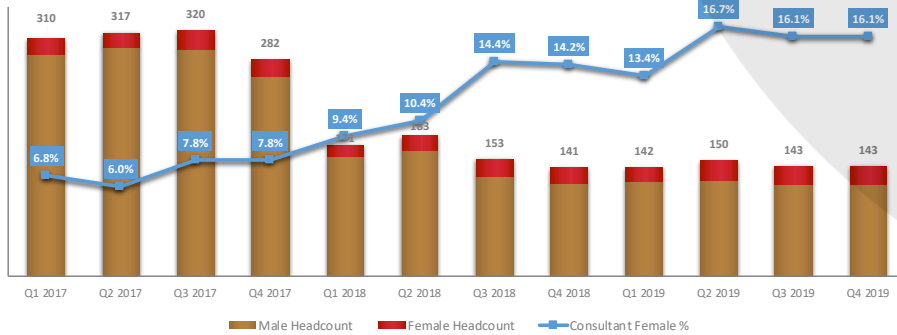


Pay Rate by Expertise

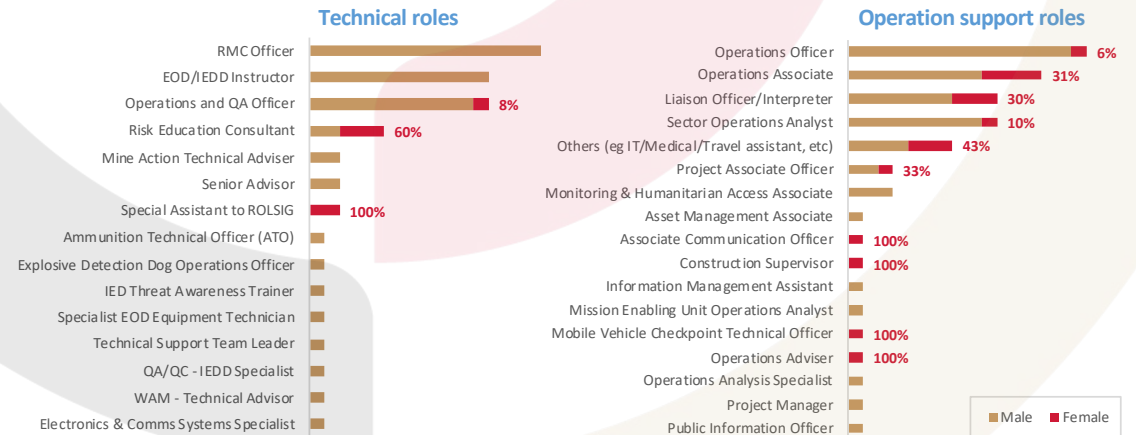


Pay range (USD/month)		Headcount % by role	Expertise	Headcount % by role	Pay range (USD/month)	
Local	International				International	Local
-	-	0%	Admin support	100%	4k	700 - 1k
1.8k - 3.4k	4.3k - 11k	24%	Operations support	76%	4.3k - 12.16k	1.5k - 3k
2.7k	7.3k - 14.7k	10%	Technical	90%	7.5k - 15.6k	1.5k - 3.4k

Female % Trend (2017-2019)



Female Staff Parity in UNMAS Projects



Part III: Mainstreaming

Presented by

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

&

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

&

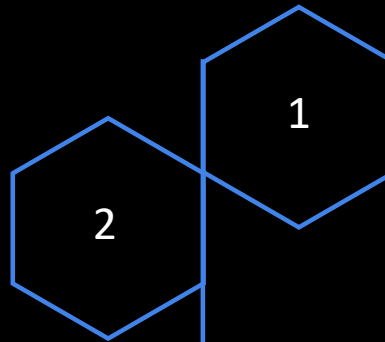
Qurat-ul-Ain Sadozai, Programme Manager, UNMAS Somalia

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



Going Beyond RFPs

- DRiVE in the PQ Evaluation Process
- Contract & Grants Management System
- Case Studies

4

3



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



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

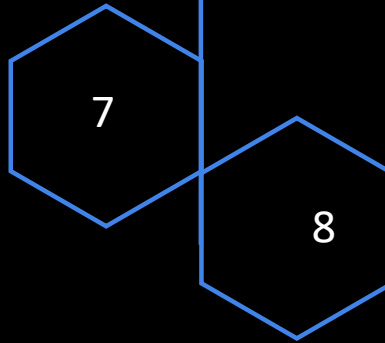
5

6



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?

MAG - Gender Mainstreaming

PROGRESS TO DATE



MIXED COMMUNITY LIAISON TEAMS

Deploying mixed community liaison teams, recruited from local communities



CONSULTANTION 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



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

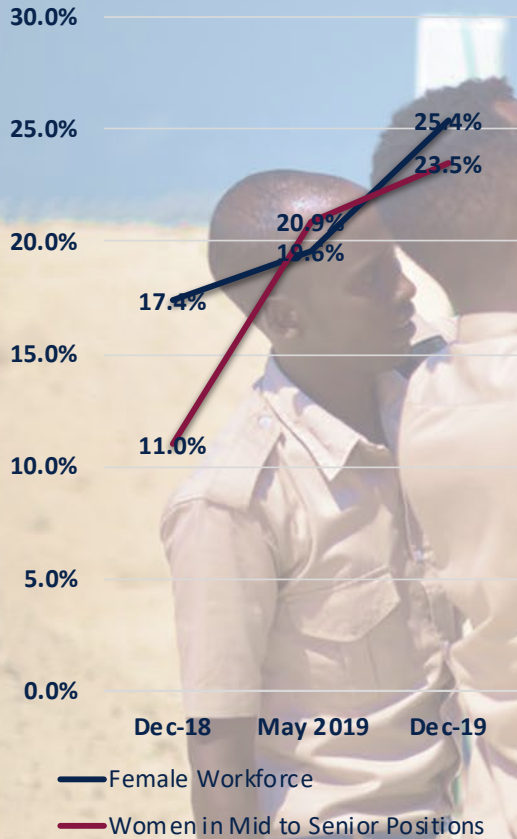
LESSONS LEARNED

- 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 ^{MORE} UNOPS requirement.
 - Capacity development workshop with gender component.

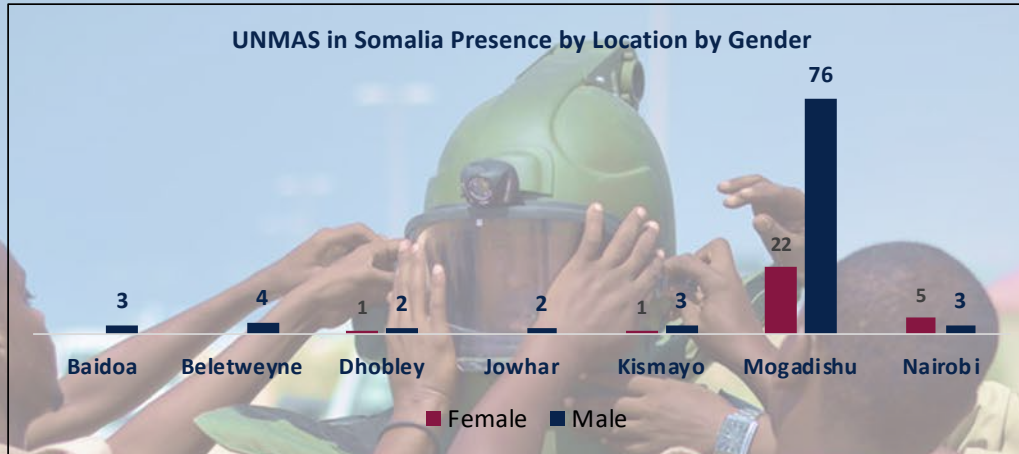


UNMAS Somalia Programme Personnel

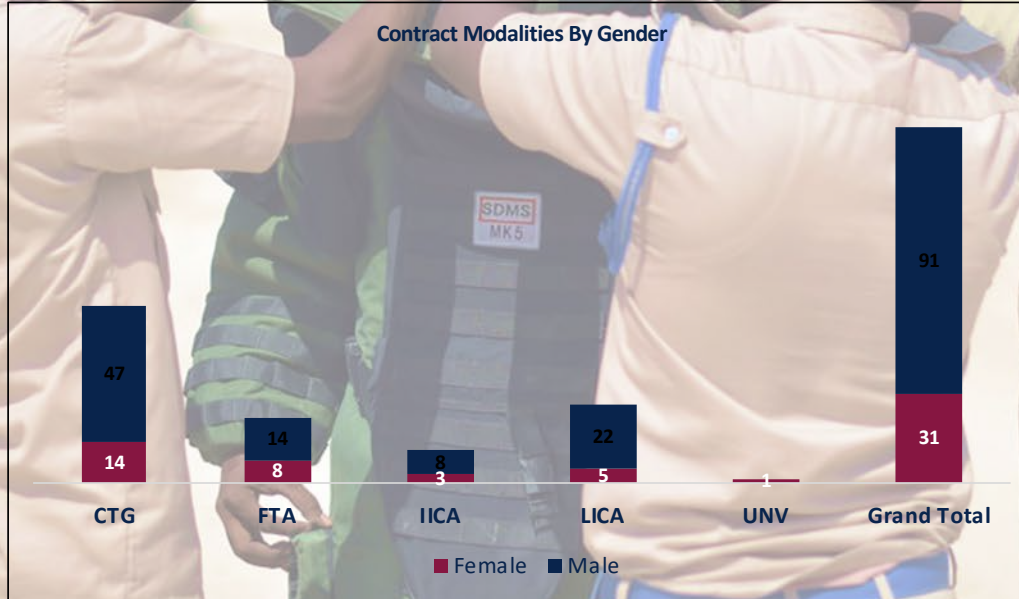
Women in UNMAS Somalia Programme



UNMAS in Somalia Presence by Location by Gender



Contract Modalities By Gender



Diversity in UNMAS Somalia

Nationalities	Number of staff
Kenya	39
Somalia	26
United Kingdom	10
United States of America	7
Ethiopia	5
Iraq	2
Nepal	4
Uganda	4
Burundi	3
Ireland	4
Canada	2
Djibouti	1
Swiss	1
Eritrian	1
Austria	1
Pakistan	2
Zimbabwe	1
Bangladesh	1
Afghanistan	1
Ukraine	1
Haiti	1
Ivory Coast	1
Syria	1
Uzbekistan	1
Japan	1
Belgium	1
Grand Total	122

UNMAS Somalia Gender and Diversity Workplan is Ambitious

UNMAS Portfolio - UNOPS PSC Gender & Diversity Global Workplan										
Alignment with Outcomes of UNMAS Global	Objectives/Outputs/Activities	Indicator	Means of Verification	Targets					Assumptions	
				Baseline in 2018	Intermediate target December	Intermediate target December	Intermediate target December	Target December 2023		
Strategic Objective 1 Intermediate Outcome 5.5 UNMAS invests in a diverse, empowered and engaged workforce.	UNMAS Field Programmes are staffed by a diverse workforce whose retention is supported through professional development and an enabling environment	% of females in the UNMAS Field Programme workforce is increased	OneUNOPS Enterprise Resource Planning (ERP)	27% Female	40% Female	50% Female	50% Female	50% Female	Funding is secured to implement the workplan	
	Output 1.1 Increased proportion of qualified female candidates responding to vacancy announcements	% of Vacancy Announcements (VAs) templates used includes gender positive language and requirements	Minutes from the Gender & Diversity Task Force approving the templates	0%	100%	100%	100%	100%	External technical support can be provided by Decoder for Job Ads	
		% of qualified respondents to VAs who are female (disaggregated by position, type and grade)	Long list from UNOPS' Global Personnel Recruitment System (GPRS)	-	40%	50%	50%	50%	-	
		# of field locations with recruitment outreach strategies	Strategies filed on Google Drive (Insert URL)	0%	100%	100%	100%	100%	Suitably qualified and experienced by December 2019 to support PSC	
		% of shortlisted candidates that are female	Short list from UNOPS' GPRS	Kevin to ask GPRS	50%	51%	53%	55%	Percentage on non-technical side of work average is lowered to accommodate	
	1.1.1 Adapt terms of references (ToRs) to cultural and language context 1.1.2 UNMAS Gender specialist reviews all Vacancy Announcements 1.1.3 Develop and implement Recruitment Strategy (to include guidance on branding, PR and value propositions) at global and field levels, designed to target and attract female applicants international positions 1.1.4 Recruit part-time (50%) Outreach Specialist (IICA-2) and one full-time (100%) Gender & Inclusion Specialist (IICA-2) to assist in the recruitment of women into senior positions and technical roles 1.1.5 Create and implement a global communication strategy about the recruitment of women in UNMAS (technical and leadership positions) 1.1.6 Communication specialists to be trained in gender sensitivity to ensure all communication and branding are gender inclusive, depict women more/= than men, brand UNOPS PSC and UNMAS as female positive organisations									
	Output 1.2 More women are appointed (including those in under-represented groups)	% of women appointed in UNMAS Field Programmes (disaggregated by modality, FTA, IICA, Retainer)	ERP	37%	70%	70%	60%	55%	Appointed women accept the position worked out separately for each position to have 100% female recruitment unless for the fact that the target for technical positions is 50%	
	1.2.1 Deliver gender sensitivity training to all personnel involved in interview panels 1.2.2 Develop gender positive guidance on competency based interview and issue to interviewees 1.2.3 Ensure that all interview panels for positions have women and men represented 1.2.4 UNOPS PSC HRT to develop recruitment targets for each position type and record via the gender and diversity dashboard 1.2.5 Hold hiring managers and leaders accountable for position related targets and require justification for male recruits									
	Output 1.3 Retention of female personnel is improved	% improvement in female retention rates (disaggregated by location, function and modality)	ERP	Kevin to find	-	-	-	-	-	This will be calculated by...and will require cases
	1.3.1 Creation and roll out of a training/learning framework (including participation at extended meetings and retreats) which provides guidance on inclusivity, targets and options to facilitate female participation 1.3.2 Create a induction package for each field location which is tailored to the specific needs of women including security and social awareness, health and hygiene, and support systems (e.g. dedicated "buddy" upon deployment) 1.3.3 Develop and implement minimum standards for field living conditions focused on the specific needs of female employees (e.g. requirement for lightening, direct access to female bathrooms etc.) 1.3.4 Ensure all female personnel have access to Womens Security Awareness Training (delivered in partnership with UNWOMEN and UNDDSS) 1.3.5 Update and communicate each quarter to all staff how sexual harassment and PSEA concerns /incidents must be dealt with and reported (including communication to implementing partners)									

- Objectives and indicators on gender parity and gender and diversity mainstreaming
- 2018 Baseline data and clear intermediate targets



UNMAS Somalia's Main Challenges in Terms of Gender and Diversity



SECURITY



**GENDER AND DIVERSITY
MAINSTREAMING**



OWNERSHIP



**ENABLING
ENVIRONMENT &
RETENTION**



ACCOUNTABILITY

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?

