



THE UNMAS PORTFOLIO - UNOPS PEACE & SECURITY CLUSTER

GENDER & DIVERSITY

STRATEGY

2019 - 2023

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The UNMAS – UNOPS Peace and Security Cluster (PSC) Partnership, established in 1997, is one of strength. UNMAS has been a pioneer within the United Nations Department of Peace Operations (DPO) and the UN Secretariat, that continually expands its repertoire to adapt to its environment. UNOPS PSC, with its added value of operational flexibility and agility, is a unique operating platform that has enabled UNMAS, to achieve its mandate. The partnership is operationalized by over 500 personnel in 18 UNMAS Field Programmes across the globe, who without their talent, expertise, dedication and commitment, the partnership would not be a success.

Over the past 20 years of partnership, the mine action landscape has evolved and expanded in scope. Alongside this, the talent landscape has also transformed. Traditionally, the mine action field has lacked diversity, and this strategy, sets forth an ambitious plan to promote increased gender and diversity into the UNMAS - UNOPS PSC workforce.

PURPOSE & SCOPE

The overarching goal of the UNMAS Portfolio & UNOPS PSC Gender and Diversity Strategy 2019-2023 is:

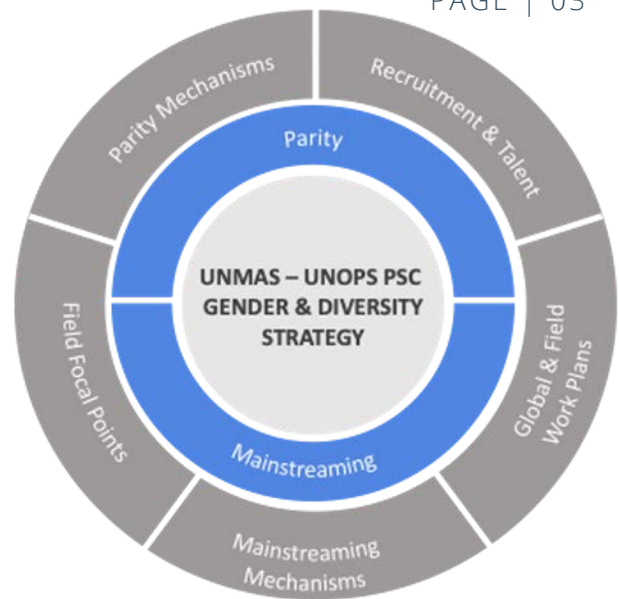
Ensure gender and diversity empowerment, equality, inclusion, and non-discrimination in employment, decision-making, and opportunities within all mine action programmes

INTRODUCTION

“The meaningful inclusion of women in decision-making increases effectiveness and productivity, brings new perspectives and solutions to the table, unlocks greater resources, and strengthens efforts across all the three pillars of our work.”

Secretary-General António Guterres

The scope of the strategy is all encompassing in that it covers both parity and mainstreaming aspects of gender and diversity. This approach is essential as parity and mainstreaming cannot exist in isolation; without the other, change and progress are unattainable. It is also in direct support of the UN's Sustainable Development Goals, 2030 Agenda and Mine Action Strategy (2019-2023) and UNMAS' Strategic Plan (2019-2023).



As such, the UNMAS Portfolio - UNOPS PSC Gender & Diversity Strategy and Workplans are at the core of all UNMAS HQ, UNOPS PSC and UNMAS Field Programmes gender parity and mainstreaming activities. Through the global level (covering UNMAS HQ, specifically Programme Section, and UNOPS PSC NY) work plan and each of the respective UNMAS Field Programme's workplans, which support the strategy, both streams are addressed with tangible and measurable outputs, indicators and outcomes. These elements ensure an accountability and progress framework are in place to measure progress, as well as regular evaluation through Programme Quarterly and Strategic Reviews.

The gender parity portion of the strategy rests its foundation in the wider parity strategies of the UN, namely the UNOPS Gender Parity Strategy, which sets the most ambitious targets of all UN agencies.

The mainstreaming aspect is based on Programme/Project Mainstreaming, which is underpinned by the UN Mine Action Strategy (2019-2023), Mine Action Gender Guidelines, as well as UNOPS' corporate systems and processes, such as UNOPS' Mainstreaming Strategy, Procurement Manual, and Project Management Manual.



CHALLENGES

With any institutional change comes challenges, challenges that when addressed head-on, can be overcome by any committed team. Within the context of the UNMAS-UNOPS PSC portfolio, the greatest challenge is the participation of women in a traditionally male dominated sector. When comparing the UNMAS-UNOPS PSC workforce to similar sectors that have greater male representation, one is able to gain a greater holistic understanding of the challenges the portfolio faces.

For example, representation of women in the Allied Armed Forces of NATO stood at 10.9% in 2017. Moreover when considering the representation of women in technical roles (e.g. Explosive Ordnance Disposal (EOD)/Improvised Explosive Device Defeat (IEDD) qualified) in militaries, such as the British and French, representation decreases further. For example, in 2018 in the British Military of approximately 400 EOD specialists 8-10% were female. In the French military of roughly 250 EOD specialists, between 2-5% were female. When looking to the non-profit sector, while women are overwhelmingly represented at 75%, only 18% of the largest non-profit CEOs are women. In terms of mine action NGOs, parity at the senior leadership levels are seeing the most progress in increasing female representation. At the same time, challenges remain to reach parity across workforces, especially in technical roles.

While these challenges are in line with the realities the UNMAS – UNOPS PSC portfolio faces, it should in no way be a deterrent to its ambition to create a more inclusive workforce, but rather be seen as a way to contextualize its workforce landscape. Within the landscape of the UNMAS – UNOPS PSC portfolio, in addition to the challenge of participation, various other factors have been identified. These factors fall under two categories: (1) additional challenges ("pull forces") in that they contribute to maintaining the status-quo; and (2) incentives ("push forces") which provide a driving force towards reaching increased gender and diversity.

Pull Forces	Push Forces
Bias Workplace Culture	UN System Wide Gender Parity Strategy
Outdated Recruitment Processes	UNOPS Gender Parity & Mainstreaming Strategies
Lack of True Commitment to Change	UN Mine Action Strategy (2019-2023)
Lack of Accountability of Managers	UNOPS PSC – UNMAS Joint Gender Task Force
Concerns About "Positive Discrimination"	Gender in Mine Action Guidelines

BACKGROUND



GENDER & DIVERSITY LANDSCAPE

In the UNMAS – UNOPS PSC context, data was gathered in April 2018 to assess the gender and diversity landscape, as well as to establish a baseline in which to measure progress over the duration of the five year UNMAS Portfolio - UNOPS PSC Gender and Diversity strategy (2019-2023).

This data is based on all personnel at the UNOPS national and international contract modalities, across UNMAS’ 18 Field Programmes, PSC New York and UNMAS HQ.[1] Within these parameters it was found that 73% of personnel on UNOPS contracts within the UNMAS-UNOPS PSC portfolio are men (see exhibit 1).

From the ICS-1 to ICS-7 level, which covers local personnel positions, women are overwhelmingly under-represented as seen in exhibit 2.

Additionally, for international personnel positions (from ICS-8 (P1) to ICS-12 (P5) level), women’s representation is not equal and decreasing as grades increase as depicted in exhibit 3.

As a McKinsey 2016 Report highlights, globally women face challenges at both the entry and senior level. This can be seen within the UNMAS – UNOPS PSC portfolio, as exhibited in the graphics, which illustrate that both international and national female personnel face difficulties at entry level (with nationals facing major challenges), as well as being “locked out of the top.”[2]

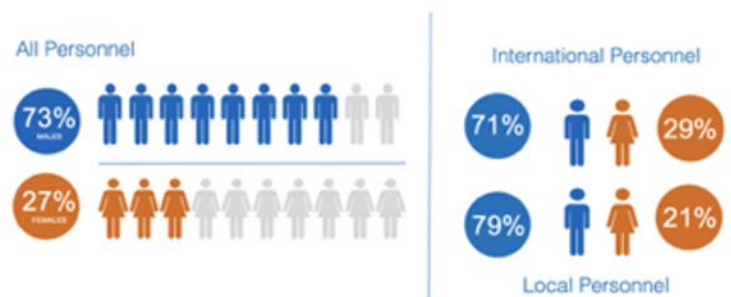


Exhibit 1: Ratio of men to women personnel, as of April 2018, for all personnel, as well as international and local personnel

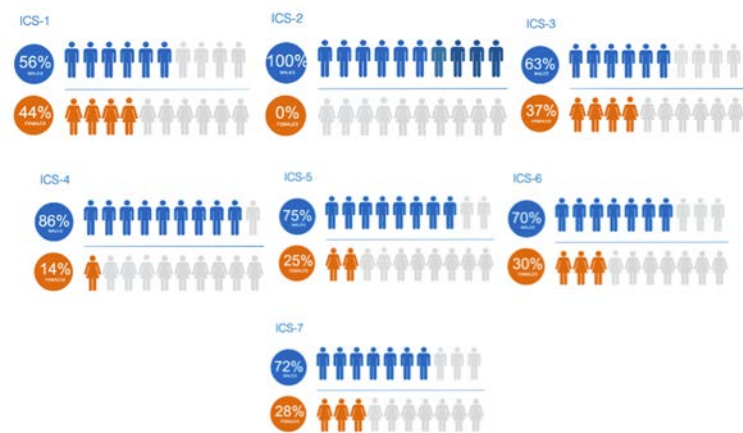


Exhibit 2: Ratio of men to women personnel, as of April 2018, for all local personnel (UNOPS LICA contract modality)

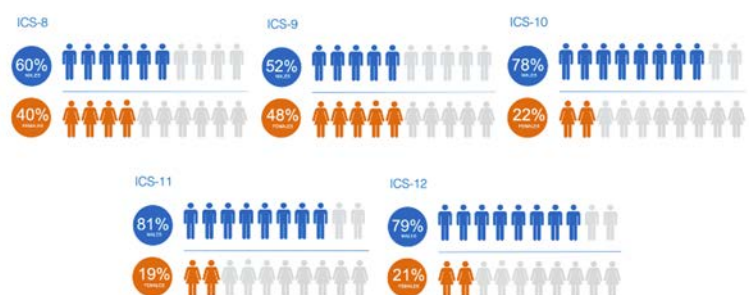


Exhibit 3: Ratio of men to women personnel, as of April 2018, for international personnel (UNOPS IICA contract modality)

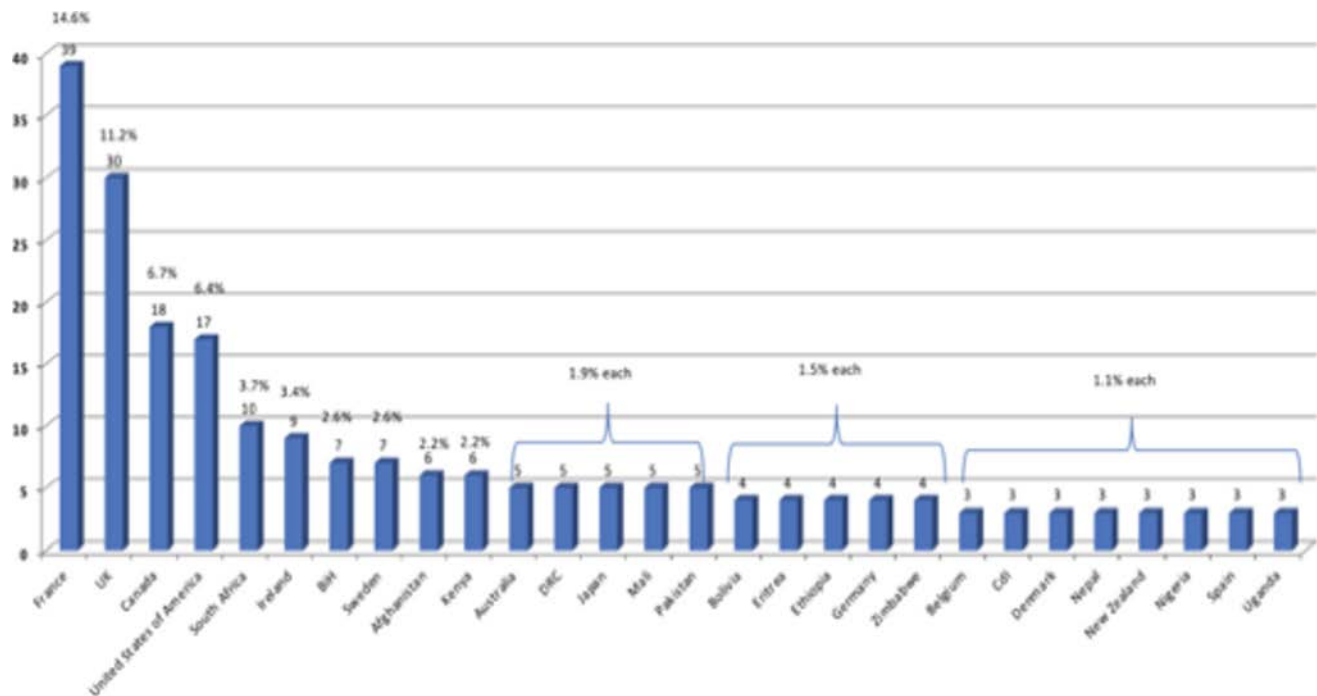
[1] It is important to note that personnel at UNMAS HQ not on UNOPS contracts are not included in the results.

[2] In McKinsey Quarterly (March 2016) “Breaking down the gender challenge”, UNMAS-UNOPS PSC would be among those companies that are adept at attracting women for entry-level roles and advancing them into middle management but struggle to promote them to top-level executive positions.

It is also important to highlight that recruitments under “third party contracts” (i.e. CTG, Olive Group etc.) are not included in the data. Therefore, the Portfolio must ensure that these recruitments are not used as loopholes in the sex-disaggregated counting of personnel, which would result in portraying an incomplete picture of UNMAS-UNOPS PSC workforce.

With regard to diversity, it can be measured in a number of ways. However, at the strategy's inception it is only tracking diversity in relation to nationality due to availability of data from a lack of consensus at the corporate level as to how diversity should be defined and tracked. The reasons behind this are due to sensitivities in asking personnel for personal information. Moving this forward, the Portfolio will seek to work with Corporate levels to address this issue so that the diversity aspect can be strengthened.

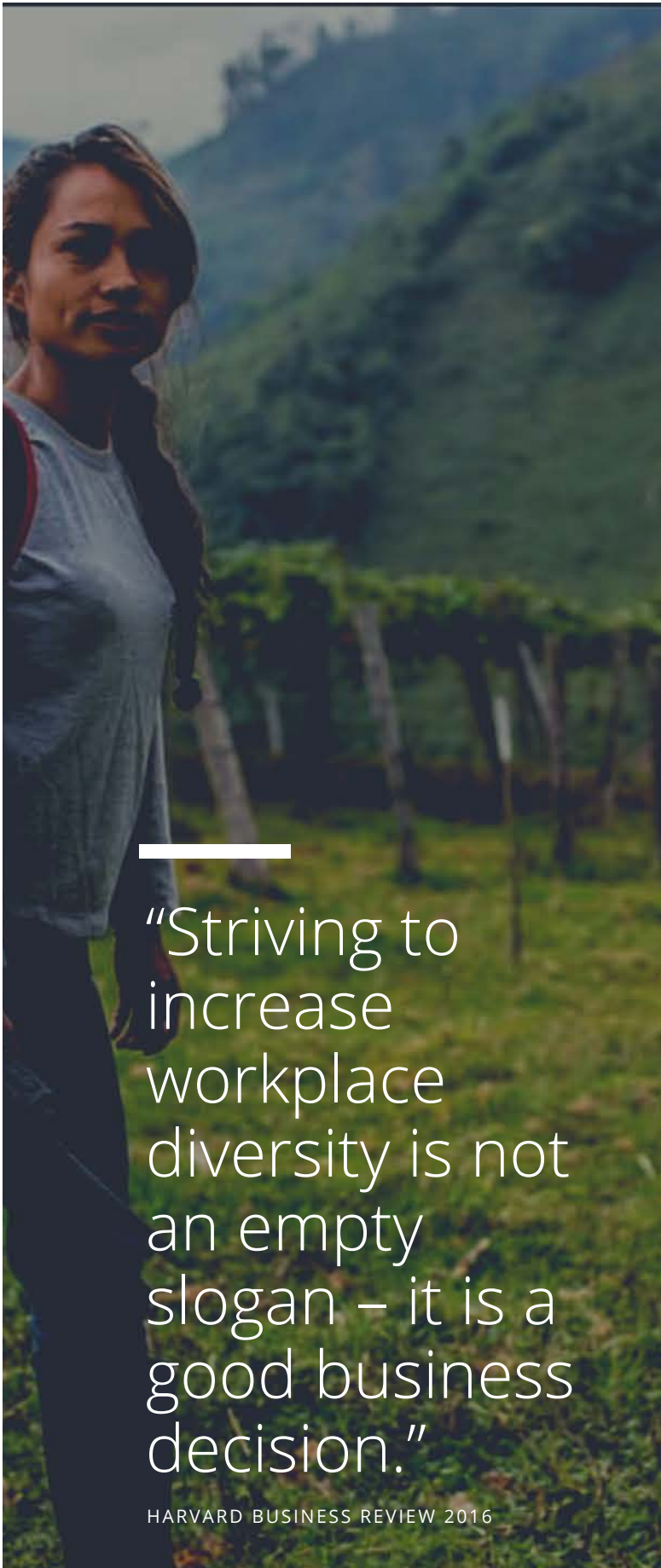
In relation to diversity aspect of nationality, within the UNMAS-UNOPS PSC Portfolio, over 70 countries are represented. The below graph, with data from April 2018, represents international personnel only, from those countries in which there are more than one personnel holding an international contract agreement. France has the highest representation at 14.6%, followed by the United Kingdom at 11.2%, Canada at 6.7%, United States at 6.4% and South Africa at 3.7%.



RESEARCH: THE IMPACT OF GENDER & DIVERSITY ON PERFORMANCE

In numerous studies, diversity — both inherent (e.g., race, gender, sexual orientation) and acquired (e.g. experience, cultural background) — is associated with business success.

This correlation stems from the results organizations are achieving when they commit themselves to gender and diversity; they are better equipped to attract top talent and improve client orientation, employee satisfaction and decision-making. As a consequence, a virtuous cycle of increasing returns and benefits results in the following five key areas:



“Striving to increase workplace diversity is not an empty slogan – it is a good business decision.”

HARVARD BUSINESS REVIEW 2016

- *Greater Intelligence.* A study found that non-homogeneous teams are smarter, as working with people who are different from you may challenge your brain to overcome its stale ways of thinking and sharpen its performance.
- *Greater Accuracy.* Researchers have found that individuals who were part of diverse teams were 58% more likely to price stocks correctly, whereas those in homogenous groups were more prone to pricing errors. The study also found that diverse teams are more likely to constantly reexamine facts and remain objective as well as encourage greater scrutiny of each member's actions, keeping their joint cognitive resources sharp and vigilant.
- *Greater Innovation.* One of the best ways for companies to boost their capacity to transform themselves and their products may involve hiring more women and culturally diverse team members. A study analyzed levels of gender diversity in research and development teams from 4,277 companies in Spain. Using statistical models, they found that companies with more women were more likely to introduce radical new innovations into the market over a two-year period.
- *Greater Performance.* According to a 2015 McKinsey report, companies with three or more women in senior management functions score more highly, on average, for each organisational criterion than companies with no women at the top. It is notable that performance increases significantly once a certain critical mass is attained; namely, at least three women on management committees for an average membership of 10 people.



"The value of a diverse team is its capacity to challenge the norm or group think, and thus, boost organizational performance and improve decision-making"

YRTHYA DINZEY-FLORES, VICE PRESIDENT,
TIME WARNER INC.

Below this threshold, no significant difference in company performance is observed. Correlation is not necessarily cause, but the correlation between organisational excellence and women's participation in management bodies is nonetheless striking.

- *Greater Growth.* In a Credit Suisse global analysis of 2,400 companies, organizations with at least one female board member yielded higher returns on equity and higher net income growth than those that did not have any women on the board.

Given the above findings, it is clear that enriching the UNMAS – UNOPS PSC Portfolio with greater diversity and inclusion is a win-win for both organizations. It will ensure that greater results and efficiencies will ensue in relation to both gender parity and mainstreaming. In the UNMAS - UNOPS PSC context:

- *Diversity is Crucial in Improving Mine Action Results.* Diversity will improve mine action activities through the incorporation of people with different perspectives, thinking and capabilities. In the field, mixed teams, be they demining or surveying teams for instance, can be of an advantage by emphasizing the needs of target groups.
- *Equality Leads to Efficiency:* Efficient and sustainable mine action is highly dependent on non-discriminatory procedures and practices. A gender perspective should be integrated from the beginning of the planning process, in order to ensure that mine action policies, operations and programmes will benefit everyone. This relies on diversified personnel across the Portfolio, as well as on equal consultation and

involvement of women and men amongst stakeholders and beneficiary populations, throughout the design, implementation, monitoring and evaluation of mine action programmes and activities. It also requires that data disaggregated by sex and age is collected throughout all phases.



The UNMAS Portfolio-UNOPS PSC Gender and Diversity Strategy does not exist in isolation. It is substantively influenced by both gender parity and mainstreaming mechanisms as they offer guidance and targets in which the partnership will strive to achieve.

UN's Sustainable Development Goals, UN Mine Action Strategy of 2019-2023 and UNMAS' Strategic Plan (2019-2023)

The new United Nations Mine Action Strategy 2019-2023 together with UNMAS' Strategic Plan, should be seen as the overarching resources to the mechanisms outlined below, as they ensure the effective integration of mine action programmes across relevant humanitarian, peace and security and development frameworks.

The UN Mine Action Strategy strategy, an accountability framework for the UN system, addresses both gender parity and mainstreaming, as well as diversity, specifically through its, "Cross-Cutting Strategic Outcome 2," which is defined as "mine action programmes address the specific needs of women, girls, men and boys from diversity groups, while facilitating their empowerment and inclusion." The cross-cutting strategic outcome is in line with Sustainable Development Goal (SDG) 5 (gender equality) and SDG 10 (reduced inequalities), by enhancing the integration and mainstreaming of relevant considerations across all UN country strategies, programmes and operations, as well as staffing, management, and reporting.

Additionally, the UN Mine Action strategy's 'enabling factors' of data collection and analysis, strengthening of substantive and technical skills of personnel, and close coordination and collaboration with regional organizations and arrangements, NGOs, the private sector, research institutes, and other stakeholders, are key elements to achieving gender parity and diversity.

The purpose of the UNMAS Strategic Plan is to maximize UNMAS contribution to the implementation of UN Mine Action Strategy and the UN vision of a world free from the threat of mines, explosive remnants of war (ERW), including cluster munitions, and improvised explosive devices (IEDs). It sets out a vision for the Service, identifies its strategic and intermediate outcomes and describes how UNMAS will contribute to these outcomes over the period 2019-2023. To this end, the global and field level workplans, that support the Gender & Diversity Strategy, seek to align with the outcomes of the UNMAS Strategic Plan to ensure a collective response that achieves maximum results and lasting impact to the portfolio, and most importantly, the beneficiaries it serves.



FOUNDATIONAL MECHANISMS

PARITY MECHANISMS

a) UN System-wide Strategy on Gender Parity & SDGs

The UN System-wide Strategy on Gender Parity, launched in September 2017, provides a roadmap to reach parity at the senior levels of leadership, including USGs, ASGs, SRSGs and Special Envoys, by 2021, and ultimately in 2028 across the board. The goal, however, is not just about hitting the numbers. It is about modernizing the organization and shifting its institutional culture so that the United Nations can access and capitalize on its full potential.

b) UNOPS Gender Parity Strategy

The UNOPS Gender Parity Strategy is committed to exceeding the UN System-Wide targets and intends to do so through reaching the below three sets of targets:

Target Table 1: Targets set by the UN System-Wide Strategy:

UN System-wide Obligation by Level for All International Staff	Baseline % Women (31 Dec 2016)	Total Number All Women International Staff	Total Number All International Staff	Target	Target Date for Achievement
P1	-			-	-
P2	50%	30	60	47% - 53%	Achieved
P3	36%	72	198	47% - 53%	End 2021
P4	29%	40	136	47% - 53%	End 2026
P5	29%	20	70	47% - 53%	End 2026
P6, D1	20%	7	35	47% - 53%	End 2026
D2	25%	4	16	47% - 53%	End 2026

*As per criteria and methodology outlined in UN System-Wide Strategy

Obligatory targets for International Staff by level (Table 1, below). These targets are set by the UN System-wide Strategy and will be reported on to the Secretary General.

Target Table 2: UNOPS Target Agreed with Executive Board:

UNOPS Ambitions for All Personnel	Baseline % Women (31 Dec. 2016)	Total Number All Women Personnel	Total Number All Personnel	Target	Target Date for Achievement (UNOPS defined)
Total Women in the Global Workforce	37%	1500	4065	47% - 53%	End 2019

* As per UNOPS 2016 Annual Report

UNOPS Global Gender Parity target of 50/50 (Table, 2 below) as presented to the Executive Board. This covers all UNOPS personnel at all levels both UNOPS staff members and ICA personnel. It is a global target that is not segmented by levels.

All International Personnel (Table 3, below). Recognising the specific challenges of achieving gender parity at more senior levels, these targets are for all UNOPS International Personnel, both staff and other international personnel (IIICA), and give visibility to these particularly challenging groups.

Target Table 3: UNOPS Targets for All International Personnel:

UNOPS Ambitions for All International Personnel by level	Baseline % Women (31 Dec 2016)	Total Number of International Women Personnel	Total Number All International Personnel	Target	Target Date for Achievement
ICS 8 P1 + IIICA-1	59%	93	158	47% - 53%	Achieved
ICS 9 P2 + IIICA-1	54%	66	123	47% - 53%	Achieved
ICS 10 P3 + IIICA-2	39%	217	555	47% - 53%	End 2021
ICS 11 P4 + IIICA-3	26%	76	295	47% - 53%	End 2026
ICS 12 P5 + IIICA-3 / IIICA-4	23%	22	96	47% - 53%	End 2026
ICS 13 P6 + D1 + IIICA-4	22%	8	37	47% - 53%	End 2026
ICS 14 D2 + IIICA-4 / IIICA-5	24%	4	17	47% - 53%	End 2026

**As per criteria and methodology outlined in UN System-Wide Strategy*

MAINSTREAMING MECHANISMS

Programme/Project Mainstreaming

Gender Guidelines for Mine Action Programmes

Mine action takes place in a context where there are differences and inequalities between women, men, boys and girls in responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities and potentialities/skills/capacity/knowledge. In response, the Gender Guidelines for Mine Action Programmes was created in 2010 - and under revision in 2019 - to primarily help UN mine action field based personnel and headquarters' staff to mainstream gender considerations and to strive for gender balance in the planning, implementation and evaluation of UN mine action programs. It is also aimed at national and international implementing partners, national authorities, and other relevant national and international counterparts, including the donor community and non-governmental organizations (NGOs).

UNOPS Systems & Processes

UNOPS as a project-based organization launched the UNOPS' Gender Mainstreaming Strategy and plan of action to enhance gender equality through UNOPS projects. The strategy's success is anchored not only in the corporate systems and processes that are put in place, but also in how well personnel adopt a gender-sensitive approach to the design and implementation of projects in support of partners. There is no one-size-fits-all approach to mainstreaming gender quality, and different projects in different contexts will require different approaches.

In the UNMAS-UNOPS PSC context, the Mine Action guidelines are referenced in financial agreements, as well as a part of the qualification and technical criteria of Requests for Proposals (RFPs) in order to ensure sustainable procurement of third parties is fully integrated.

Integrating Sustainability in PSC Procurement: RFP

Stage/ Technical criteria			Total maximum points for stage: 100
1.1 Presentation of Proposal	Numeric	5	EAR ▲ ▼ ■
1.2 Relevant Experience, Past Performance and Application of Lessons Learned in Previous Contracts	Numeric	10	EAR ▲ ▼ ■
2.1 Understanding the Requirements and Key Assumptions	Numeric	5	EAR ▲ ▼ ■
2.2 Suitability of the Proposed Approach/Equipment and Implementation Plan	Numeric	25	EAR ▲ ▼ ■
2.3 Suitability of Proposed Timelines and Logistical Plan	Numeric	10	EAR ▲ ▼ ■
2.4 Operational Capability and Self Sufficiency	Numeric	10	EAR ▲ ▼ ■
2.5 Sustainability and Gender Mainstreaming	Numeric	5	EAR ▲ ▼ ■
3.1 Proposed Team Structure	Numeric	10	EAR ▲ ▼ ■
3.2 Qualifications of Key Personnel Proposed	Numeric	20	EAR ▲ ▼ ■



2018 GENDER & DIVERSITY SURVEY RESULTS

In November 2017, UNOPS PSC held a retreat in which the PSC team worked out their priority areas for their four year strategy (2019-2022), one of which was pushing forward gender and diversity initiatives. The drive behind this was two-fold: the UNOPS PSC team, together with their UNMAS colleagues, wanted to support their respective organizations' strong commitment to achieving the UN's 2021 and 2029 gender parity goals, but they also wanted to increase diversity in the UNMAS - UNOPS PSC context. The result was the formation of the joint UNMAS - UNOPS PSC Gender & Diversity Task Force.

To assist in forging the path towards gender parity and diversity within the partnership's context, a survey was sent to all UNMAS and PSC offices in January 2018 to ascertain data on gender and diversity related areas that personnel felt should be addressed. 130 personnel responded to the survey and after an analysis of the results, the following six themes were identified:

- *Theme 1:* The hiring and recruitment process should be more strategic in its approach to target gender and underrepresented groups
- *Theme 2:* Sustained career development and training will result in more gender diverse workforce across the board in Senior positions
- *Theme 3:* Mentors for junior personnel will inspire and cultivate the next generation of leaders
- *Theme 4:* Senior leadership must be held accountable for enacting gender and underrepresented groups related policies
- *Theme 5:* Greater diversity within the UNMAS - UNOPS PSC mine action context will result in a more strengthened and inclusive workforce
- *Theme 6:* Communication initiatives should emphasize the various types of work within mine action to broaden interest among genders and underrepresented groups.



Joint Task Force

Through these themes, four areas were identified, as outlined below:

- Recruitment and Talent Management
- Communications and Marketing Campaigns
- Accountability
- Cultural Cultivation

The above areas have been strong influences on the strategy's strategic objectives and associated outputs, indicators and enabling factors, which are outlined in the following section, and subsequently reflected in the strategy's Global and UNMAS Field Programme Workplans (see Annex 1).



OUTPUTS, INDICATORS & ENABLING FACTORS

Strategic Objective 1: Increase the proportion of qualified women, including under-represented groups, recruited by UNOPS for UNMAS Field Programmes and create an enabling environment to support their retention

| Output |

- 1.1 Vacancy announcements are curated to be more gender sensitive
- 1.2 Creation and Execution of a Talent Outreach Strategy
- 1.3 Creation and Execution of a Training, Career and Retention Plan
- 1.4 Creation and Execution of UNMAS Field Programme Workplans

Strategic Objective 2: Enhance the representation of women and under-represented groups in leadership roles

| Output |

- 2.1 Recruitment of women into leadership roles
- 2.2 Early identification of women in junior roles for potential leadership development
- 2.3 Training to advance the leadership management knowledge of women
- 2.4 Mentoring of women in leadership roles to advance their management capabilities

A woman with braided hair, wearing a blue UNMAS vest over a light-colored shirt, is sitting in front of a mud-brick wall. She is looking towards the camera with a neutral expression. The background shows the texture of the wall and some dried grass on the left.

Strategic
Objectives

Strategic Objective 3: Strengthen the role of women in the technical delivery and oversight of mine action operations

| Output |

- 3.1 Recruitment of women into technical roles
- 3.2 Early identification of women in junior roles for potential technical development
- 3.3 Training to advance the technical knowledge of women working in technical roles
- 3.4 Mentoring of women in technical roles to advance their operations management capabilities

Strategic Objective 4: Ensure an accountability framework for Senior Management personnel to enable progress

| Output |

- 4.1 Gender & Diversity Assessment is included in all UNMAS Field Programme Quarterly and Strategic Reviews
- 4.2 Creation of a Gender & Diversity Dashboard to monitor progress
- 4.3 All UNMAS Programme Managers are accountable for designing and implementing their respective Field Workplan



Strategic Objective 5: Ensure gender mainstreaming at the project level are conducted in-line with the UN Mine Action Strategy (2019-2023) to ensure UNMAS programmes respond the differential needs of women, girls, men and boys, ensuring their empowerment and inclusion

| Output |

5.1 Gender responsive analysis and planning at each stage of the project cycle adopted in UNMAS programmes

5.2 Gender mainstreaming training delivered to field personnel

5.3 Increased communication of women's role across UNMAS – UNOPS PSC Portfolio

Enabling Factors

- *Building a Network & Cultural Cultivation*

When organisations invest time and energy to build networks, collaborative relationships greatly improve their chances of making successful organisational changes. A network approach, through UNMAS Programme Managers as UNMAS field programme's primary Gender Focal Points, will help make change stick by working through influential personnel to measure progress, break silos in an effort to share knowledge and lessons learned, as well as evaluate the effectiveness of this initiative.



- *Men as Champions of Change*

Gender inequality manifests itself in both overt and subtle ways. Male leaderships must prioritize the messaging and modeling of more respectful, empowering, and inclusive values and behaviour. While it is acknowledged that historically the mine action field has been a male dominated, we must commit and collaborate in a constructive way to bring about real institutional change.

- *Communications*

You cannot over-communicate when you are asking your organization to change. Every successful change management effort expresses the need for over-communicating during a change experience and makes this statement in retrospect. In this respect, all managers across the UNMAS - UNOPS PSC Portfolio are responsible for communicating to their teams developments of this initiative. Moreover, both internal and external communication is integral in all aspects of this initiative; without clear and consistent communication talent cannot be attracted, identified, on-boarded and managed; progress cannot be tracked and improvements in decision making will not be obtained.



IMPLEMENTATION ACCOUNTABILITY

Evaluation Mechanisms and Continual Improvement

Successful implementation of the strategy will require continual assessment of progress, the impact assessment of individual approaches and the review and refinement of the overall strategy, global work plan and associated 18 UNMAS Field Programme workplans. It will be done so in the following ways:

- All personnel at ICS-11 (IICA-3) level and above should have a mandatory objective in their respective performance appraisals (PER/PRA's)
- All UNMAS Programme Managers will be the primary gender and diversity focal point to ensure accountability for the implementation of their Programme's work plans. UNMAS Programme Managers, should they wish for support, can call on Senior Programme personnel at the IICA-3 and above level (noting representation of both a male and female personnel at the IICA and LICA contract modality are required (subject to availability of personnel due to programme size) and subject to the approval of UNMAS Head of Programme and Director of UNOPS PSC)
- The monitoring and review of the implementation of the 18 UNMAS Field Programme workplans will be done through their respective quarterly reviews and strategic reviews (occurring once per year), as outlined in the UNMAS – UNOPS PSC Portfolio and Programme Reviews Joint Guideline. These reviews will take a 'report, assess and refine' approach to ensure continual improvement is achieved
- The overall implementation and progress of the strategy and global workplan will be conducted during the Portfolio Level External Review, which occurs each quarter between UNMAS Head of Programme Section and the Director of UNOPS PSC



**ROLES &
RESPONSIBILITIES**

COMMITMENT

The likelihood of the successful implementation of the strategy is dependent on how committed the UNMAS-UNOPS PSC partnership chooses to be. However, this commitment, while it must be embraced and taken seriously by senior leadership and managers, is one that every single person within the partnership must own. While it is obvious that having a diverse and inclusive workforce is the right thing to do, it also has profound advantages that will unleash the partnership's joint intellectual potential enabling it to be better equipped to achieve its collective goals, the most important of which, is a world free of mines and explosive hazards.



CONCLUSION

ANNEX 1 - GLOBAL WORKPLAN

- *Global Workplan can be found via the URL below:*
 - <http://bit.ly/2oFi7kM>

ANNEX 2 - DEFINITIONS

- *Gender Parity* is another term for equal representation of women and men in a given area, for example, gender parity in organizational leadership or higher education. Working toward gender parity (equal representation) is a key part of achieving gender equality.
- *Gender Equality* refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality is not a women's issue but should concern and fully engage men as well as women.
- *Gender Mainstreaming* is a strategy for implementing greater equality for women and girls in relation to men and boys. Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a way to make women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.
- *Diversity* encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.
- *Unconscious Bias* is an automatic response triggered by our brain when making quick judgements and assessments of people and situations. This automatic response operates beyond our control and awareness and often leads individuals to make quick and often inaccurate judgements which are mainly influenced and shaped by our background, cultural environment and personal experiences. Unconscious bias might be based upon various criteria such as gender, age, weight, skin colour, physical disability, job title, level of education, sexuality, accent, social status and religion; and these criteria then influence our decision-making and behavior.

ANNEX 3 - UNOPS GENDER & DIVERSITY POLICIES

Name of Policy and Link	Brief Description
All Human Resource Policies and Processes	Describes and outlines all UNOPS Human Resource policies and processes
Maternity leave	Describes the maternity leave entitlement and how it should be requested and managed
Adoption leave	Describes the adoption leave entitlement and how it should be requested and managed
Paternity leave	Describes the paternity leave entitlement and how it should be requested and managed
Flexible Work Arrangements	Describes the types of flexible working arrangements that can be requested by personnel and the conditions under which requests can be granted
Prevention of Sexual Exploitation and Abuse	Describes how to prevent or report Sexual Exploitation and Abuse (SEA)
Internal grievances	Describes how internal grievances can be formally reported
Individual Contractors' benefits and entitlements	Describes specific entitlements for Individual contractors (ICA staff)

ANNEX 4 - RESOURCES

| Documents |

[UN System-Wide Gender Parity Strategy](#)

The Strategy balances accountability with incentives, recognises different starting points and challenges, and provides positive tools to empower and encourage staff and managers alike

[The United Nations Mine Action Strategy \(2019-2023\)](#)

This Strategy ensure the effective integration of mine action within global and country-level coordination mechanisms, including those relevant to humanitarian, peace and security, and development frameworks

[UNMAS Strategic Plan \(2019-2023\)](#)

The strategy articulates the UNMAS contribution to the implementation of the UN Mine Action Strategy 2019-2023 and identifies corporate strategic and intermediate outcomes to which UNMAS will contribute during this period

[UNOPS Gender Parity Strategy](#)

The strategy outlines targets and approaches to implement the 2030 Agenda

[UNOPS Gender Mainstreaming Strategy](#)

The strategy aims to enhance gender equality through UNOPS projects

[UN Women's Enabling Environment Guidelines for the UN System and Supplementary Guidance](#)

These guidelines include good practices and recommendations to help guide and support all UN entities to make progress on a better work environment. The "Enabling environment guidelines for the United Nations system" focuses on three thematic areas: workplace flexibility, family-friendly policies, and standards of conduct. The "Supplementary guidance" covers also the areas of recruitment and

	talent management and includes a section on implementation.
Donor Tracker	The Donor Tracker provides high-quality quantitative and qualitative strategic information about 14 OECD DAC donors and analyses their strategic priorities and funding in support of gender equality and women's empowerment. The 14 donors covered are: Australia, Canada, EU institutions, France, Germany, Italy, Japan, Netherlands, Norway, South Korea, Spain, Sweden, United Kingdom (UK), and United States (US).
Gender Guidelines for Mine Action Programmes	The Guidelines are intended to help United Nations mine action policy makers and field personnel to incorporate gender perspectives in all relevant mine action initiatives and operations
UNOPS Gender Equality Intranet Page	The page is a resource for all documents, trainings, processes etc., related to gender parity and mainstreaming

| UNOPS Training |

I know gender	This course aims to develop and/or strengthen awareness and understanding of gender equality and women's empowerment as a first step towards behavioural change and the integration of a gender perspective into everyday work for all UN personnel at headquarters, regional and country levels.
Prevention of Sexual Exploitation and Abuse by UN Personnel	This self-paced learning course aims to increase knowledge of UN policies on sexual exploitation and abuse, including prohibited behaviour and the consequences and impact of sexual misconduct on personnel, field operations and host populations.

[Gender Equality in Sustainable Project Management](#)

This course aims to strengthen skills in mainstreaming gender throughout sustainable project management activities in order to ensure tangible and sustainable results.

[Gender Mainstreaming in Procurement Webinar](#)

This 1-hour session includes several case studies from the field on how gender has been considered in field projects (from a procurement perspective).

| UNOPS HQ Gender Focal Points |

[Elyse RUEST-ARCHAMBAULT \(ElyseRA@unops.org\)](#)

HR Specialist - Diversity and Inclusion

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Gender Mainstreaming Coordinator

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Talent Outreach Advisor, PCG, People and Change Group

UNOPS People and Change Group Talent Management Team (pcg@unops.org)

PCG's role is to empower effective leadership and high-performing talent and to enable business transformation through change management, pursuit of organizational excellence and a culture of innovation.

[Google +](#)

Online platform to contribute to the UNOPS Gender Community

ANNEX 5 - UNMAS FIELD PROGRAMME FOCAL POINTS

| UNMAS Field Programme Gender Focal Points |

Field Programme	Focal Point	
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