



Gender Equity Plan ICMPD 2022

April 2022

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Vienna, Austria

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Filename: Gender Equality Plan ICMPD		Distribution: ICMPD and Public	
Drafted	Approved	Released	Effective from
HRM	Michael Spindelegger	20/04/2022	01/04/2022



GENDER EQUITY PLAN (GEP)¹

Inspired by the new European Commission (EC) requirement for GEPs, ICMPD is establishing its own GEP. ICMPD is committed to achieving gender equity between all genders in all their diversity within the organisation, and promoting equity and empowerment in all its programmes in the European Union (EU) and around the world.

ICMPD's Commitment to Gender Equity

The strategic values underpinning the ICMPD 2025 Strategy include gender equity as part of the organisational culture, and in all its activities and interactions internally and with its external stakeholders:

- *Key principles underlying these objectives include our commitment to international human rights standards and **gender equity**, advancing sustainable development policies and programmes, and contributing to the UN 2030 Sustainable Development agenda and goals.*
- *With respect for individuals, human rights, **gender equity** and the power of communities, we embrace a profound sense of responsibility and humility as we listen to, receive and engage the views, needs and complexities of all people who affect and are affected by migration.*

Furthermore, ICMPD is fully committed to a respectful work environment:

- *Staff members are entitled to be treated with dignity, courtesy and respect, and they shall not be subjected to any form of discrimination, harassment or abuse at the workplace or in connection with work.*

Article 2.01 (g) of the Staff Regulations states this, and the Code of Conduct lays out ICMPD's expectations in this respect.

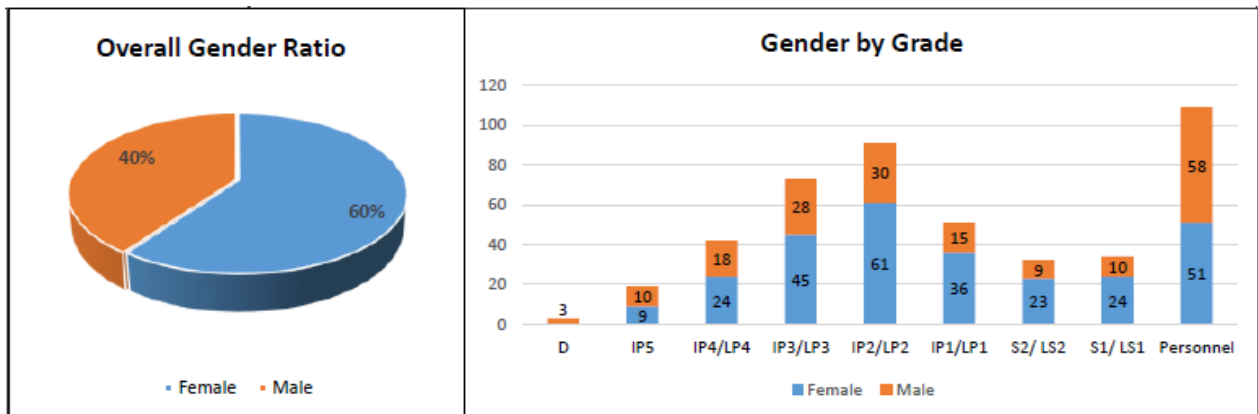
ICMPD also recognises that paying attention to the different circumstances of all genders enhances productivity, effectiveness and maximum utilisation of all human and financial resources.

¹ Definitions: European Institute for Gender Equality <https://eige.europa.eu/thesaurus/terms/1179>.

Gender equity: Provision of fairness and justice in the distribution of benefits and responsibilities between women and men.

Gender equality: Equal rights, responsibilities and opportunities of women and men and girls and boys.

Current Composition of ICMPD's Staff and Personnel, and Gender Balance in Leadership and Decision-Making



Women colleagues are well represented in leadership roles with the exception of Director level. Continued efforts will be made to maintain gender parity and will be taken into account for all recruitment and selection processes. Since the implementation of an HR business platform in 2018, reports disaggregated by gender and nationality form part of the ICMPD annual reports <https://www.icmpd.org/search-results?type=&topic=&s=ICMPD+Annual+report+2022> While current statistical reports related to biological gender are limited to male/female, an effort will be made to include non-binary data.

Dedicated Resources*

In order to ensure that gender, diversity and inclusion stay high on the agenda, the GEP is approved and championed by the Director General (DG). It is implemented under the overall responsibility of the Head of Human Resources Management (HoHRM), and in close cooperation with the ICMPD Staff Representatives (ISA ExCom).

A series of activities geared towards a respectful and inclusive work environment have been undertaken since 2018:

- Establishment of a Diversity Working Group (DWG) tasked to undertake a comprehensive survey to assess the status quo (2018)
- Launch of Rules on Respectful Work Environment (RWE) (2020)
- Launch of mandatory online training consisting of four modules on Diversity, Discrimination, Harassment and Abuse of Authority (2020)
- Contracting an external expert on conflict resolution as an independent resource on a retainer (2020)
- Update of Staff Regulations with respect to disciplinary procedures and both informal and formal conflict resolution (2021)
- Update of the performance review process/form by including a specific goal on affirmative action (2021)



- *Action 1: Establish a dedicated gender thematic group (GTG)
- Action 2: Establish gender focal points (GFPs) in duty stations
- Action 3: Dedicated space on *OnePlace*
- Action 4: Gender-specific training and awareness-raising events for leadership, anti-bias training, etc

Integration of the Gender Dimension in ICMPD's Activities*

The Project Cycle Management (PCM) Manual includes a reference to the importance of keeping the gender dimension in mind during project development and implementation. ICMPD strives to reinforce and align the gender dimension to the context of project development and implementation, even if not required by the donor.

- *Action 7: Strive for gender balance in the selection of speakers in events organised by ICMPD

Gender Balance in Leadership and Decision-Making*

As can be seen from the statistics in point 2, women colleagues are well represented in leadership roles in the organisation with the exception of the Director level. Affirmative action will be undertaken towards proactively promote gender equity and inclusion.

- *Action 4: Gender-specific training and awareness-raising events for leadership, anti-bias training, etc.
- Action 5: Inclusive recruitment and selection processes
- Action 6: Ensure equal opportunities
- Action 8: Reinforce the 'Tone from the Top'

Work-Life Balance and Organisational Culture*

The importance of work-life balance is reflected in the *Code of Conduct*. It is also an important consideration with respect to home office arrangements regulated in the *Working from Home Policy*. This policy aims at improving the productivity of staff members/personnel and supporting a better work-life balance of staff members/personnel, while at the same time supporting the expansion of flexible, family-friendly working arrangements providing an opportunity to partly work from home. This is a further enhancement of the organisation's goal of "cultivating a working environment focusing on results and giving staff a maximum of trust and freedom to develop their potential"².

- *Action 11: Enabling workplaces

² ICMPD *Working Time Rules.docx*



Communication*

The approved GEP has been published on the ICMPD website³, and was signed by Executive Management and communicated by the DG internally to the whole organisation.

A Communications Toolkit exists for external communications. It makes reference to gender in terms of target group considerations. Internal communication and further specifications or a reference to gender-sensitive language are subject to development.

*Activity 9: Communication

Measures against Gender-Based Violence including Sexual Harassment

The Rules on an RWE include measures to address gender-based violence and refer explicitly to a zero tolerance approach. These rules include relevant definitions as well as a clear approach to reporting. An expert for external conflict resolution is an independent source to ensure full confidentiality.

Monitoring and Evaluation*

Surveys to ensure collection, monitoring, evaluation and reporting of relevant gender-related data are planned to be implemented periodically for specific related areas.

*Activity 10: Expand disaggregated data at organisational level for ICMPD employees (staff/personnel/ experts) and at programme/project level with respect to beneficiary reporting

Action 12: Monitoring and evaluation

Planned Gender-Specific Actions

Actions will be implemented in a collaborative effort by the HoHRM, Staff Representatives and with peer support from within ICMPD and international organisations, and are planned to be completed by the end of 2024. Actions are listed below in order of priority.

Action	Description	Goal	Deadline	Resources
Action 1: Establish a dedicated gender thematic group (GTG)	GTG composed of diverse members (F/M/non-binary) from all levels, balanced representation of local	A dedicated group on Gender, Diversity and Inclusion (GDI) set up in cooperation between HoHRM and ISA ExCom, and involving	ToR in place by Q4/2022	Establishment: HoHRM/ISA ExCom Chair: elected staff/personnel

³ <https://www.icmpd.org/>



	<p>staff/personnel and HQ/BXL. Members of the GTG should include: 1 per RO/FO (depending on the size and feasibility); 1 per programme (BMS, THP, MMD); 1 BXL, 1 OSS, 1 PRS, 1 MDC-DIR-O, 1 CFBM, 1 SEC, 1 Staff Rep. One alternate to be nominated for all units/teams.</p>	<p>staff/personnel from various duty stations, will function as a sounding board for related issues and be involved in the annual review of this plan.</p>		
<p>Action 2: Establish gender focal points (GFPs) in duty stations</p>	<p>GFP members of the GTG and other nominees (F/M/non-binary) all levels.</p>	<p>A group of focal points in duty stations with 10 or more employees with different genders and consideration of intersectionality⁴ will support a respectful work environment. Following the relevant training (see below), they will sign an ethics statement.</p>	<p>GFP appointed by Q4/2022. GFP tasks defined. Work plan in place for 12 months. Ethics statements signed and roll-out in Q1/2023.</p>	<p>Establishment: HoHRM/ISA ExCom, Chair GTG</p>
<p>Action 3: Dedicated space on <i>OnePlace</i></p>	<p>Dedicated space on <i>OnePlace</i> is created.</p>	<p><i>OnePlace</i> will provide the opportunity for GFPs to network, and also for all staff/personnel to receive information and share their experiences (i.e. lessons learnt) for the GTG to establish good practices. The space will provide an overview and information on the elements of the RWE, and provide easily accessible process guidance and links to relevant resources, including the GFP contacts. The space will include this GEP and key survey results, reference to tools and training, cultural awareness, inclusiveness, and affirmative action resources and discussion areas. Heads of Regions</p>	<p>Space established by Q3/2022, including the GEP, DWG Report and a minimum of 10 resources. Discussion boards are actively used by Q1/2023. All managers share their affirmative actions for 2023 on the space by Q2/2023.</p>	<p>GTG designated member(s) in cooperation with ICT</p>

⁴ <https://eige.europa.eu/search?t=intersectionality&op=Search>.



		will ensure that information relevant to the GEP about the duty stations/countries in their regions is included.		
Action 4: Gender-specific training and awareness-raising events for leadership, anti-bias training, etc.	Training for GFPs.	GFPs will receive training, and participation (to the extent possible) in UN Generative Spaces for GFPs will be explored.	Free training resources to be identified and provided by Q1/2023.	Chair GTG/HoHRM
	Training on mindful leadership and reasoned judgement strategies for managers.	SIY/Search Inside Yourself.	40 managers participate in SIY training by Q4/2022. All managers participate in training on reasoned judgement strategies by Q4/2023.	HoHRM considering manager role representation from all duty stations
	Reflection of gender in the Learning & Development (L&D) Plan.	Self-Study.	The gender perspective will be reflected in the L&D Plan. The next survey will include questions clarifying capacity with respect to gender equity.	HoHRM/GTG to define free resources for a learning catalogue
	Safety Training for women/non-binary/LGBTQI+ employees.	Online/in-house resource	GFPs will be involved in local in-person follow-up in larger representations.	HoHRM/ISA ExCom/Chair GTG
	Mandatory anti-bias training – unconscious bias (UB) is a major source of discrimination, and it often goes unnoticed. Free training resources exist online. All staff and personnel will take anti-bias training.	Online, budget to be decided.	All staff and personnel take anti-bias training by 02/2023. During the next training sessions and update of respective procedures, bias will be duly taken into account.	



	<p>References to bias will also be included in all relevant training, such as on recruitment, grants, procurement and expert contracting.</p> <p>Mandatory Bystander Training for all staff and personnel (depending on budget availability).</p>	<p>In-person rolled out as part of Directorate/team/regional meetings.</p>	<p>All staff and personnel take anti-bias training and bystander training by 02/2024.</p>	
<p>Action 5: Inclusive recruitment and selection processes</p>	<p>UB may occur at the time of publication of a vacancy announcement, and at the short-listing, interview or final selection stages. Measures are being taken to accommodate staff members' diversity by developing⁵ a 'non-binary' category in its recruitment module.</p>	<p>UB will be addressed in a set of recruitment instructions for HRM to strengthen recruitment rules.</p> <p>ICMPD is committed to creating a diverse and inclusive environment of mutual respect. ICMPD recruits and encourages applications from all sources, regardless of race, religion, colour, sex, gender identity, sexual orientation, age, ability, national origin, or any other basis. Recruitment is based on the highest standards of competence, efficiency and integrity required by ICMPD.</p> <p>Recruitment guidelines/ instructions will be developed supporting recruitment and recruiting managers, as well as employees involved in recruitment panels. In alignment with comparable IOs, equally well-qualified women candidates, as assessed during the selection process, will be given preference.</p>	<p>Recruitment instructions in place by Q4/2022. Non-binary category included to PeopleNet Recruitment Module (PNRM).</p>	<p>HoHRM</p>

⁵ Currently ongoing.



		All recruiting managers will need to undergo mandatory training at the outset of any recruitment.		
Action 6: Ensure equal opportunities	All employees should have the same opportunity to ask questions about and provide input to decisions that affect them.	Meetings across the organisation are scheduled during core working hours and on the working days of part-time staff. In smaller meetings, all participants should be actively invited to speak up. Moving from a consensus to a consent ⁶ culture, with clear timelines for provision of paramount objections, as well as reviews for continuous improvement, will also contribute to this.	Survey Q4/2022 confirms equal opportunities.	DIRS/Chiefs/Heads
Action 7: Strive for gender balance in the selection of speakers in events organised by ICMPD	Visibility of all genders will consistently be strived for in activities such as expert panels/moderators and public outreach.	A 50% balance is the target to the extent possible. All evaluation reports make reference to/disaggregate speakers by gender. This also includes the moderators, not only panellists.	Implemented by Q4/2022.	Managers responsible
Action 8: Reinforce the 'Tone from the Top'	Introduce clear expectations and an accountability framework, championing gender equity.	This includes the expectation to take the time necessary for reflection on team culture. Senior managers internally champion gender equity and the inclusion of all genders. Senior managers proactively promote improvements in targets where requirements are not met/exceeded. Championing gender equity in their area of responsibility, they call out for enforcement of organisational culture policies, challenge UB, and act as role models, reminding all of the value of	Accountability framework in place by Q4/2023.	Senior Management HoHRM/ISA ExCom

⁶ Consensus means that everyone agrees on the decision; consent means that people agree to move forward, even if they do not necessarily agree with the solution.



		diversity. Accountability extends to ensuring compliance of experts in their projects.		
Activity 9: Communication	Communications referring to or addressing all genders will make all genders equally visible. Communication and further specifications or a reference to gender-sensitive language.	Gender-sensitive language includes words and pictures, and is important in both internal and external communication. A non-binary category, reflected in all communications, will be ensured, including in controlled documents and internal systems, e.g. PeopleNet, Recruitment Portal.	Guidelines on internal communication in place by Q4/2022. Communications Toolkit updated by Q4/2022 and translated into the main ICMPD languages. All controlled documents reviewed for gender-sensitive language by Q4/2022.	
Activity 10: Expand disaggregated data at organisational level for ICMPD employees (staff/personnel/experts) and at programme/project level with respect to beneficiary reporting	The data ⁷ an organisation collects should enable scrutiny of the differences between men, women and persons identifying as non-binary in different roles, directorates and at different levels of the organisation.	Establishment of a set of standard indicators will be decided and reported on at organisational and programme/project levels.	Decision on full set of disaggregated data by Q3/2022. Reporting as of Q1/2023 includes a complete data set.	HoHRM (organisational level). Managers responsible (programme/project level).
Action 11: Enabling workplaces	Workplaces must be structurally	Gendered signage, sufficient lighting and	Surveys confirm that work places	HoO/RO, Process Owner

⁷ Data systems/sources to be refined.



	gendered and barrier free to the extent possible. This will be taken into account for all new offices.	avoiding potentially frightening situations such as in poorly accessible areas. Surveys conducted at office level to establish the respective perception of employees in existing offices.	are considered enabling by Q4/2022. Documents of existing ROs/FOs including new FOs include respective references.	
Action 12: Monitoring and evaluation	Employee Surveys related to RWE and the GEP	Regular RWE audits focus on gender (every two years) – using the Gender Equality Audit and Monitoring Tool recommended in the EC Guide. Monitor and annually report on GEP implementation to all employees (staff and personnel) and the Steering Group.	All evaluation reports make reference to gender and are submitted to the GTG periodically. Gender aspects and disaggregation of relevant data is consistently taken into account in all project proposals and reports as a standard, even where donors do not require this, and including in internal projects.	HoHRM/ISAExCom with the support of a consultant