



International Organization for Migration (IOM)
Organisation internationale pour les migrations (OIM)
Organización Internacional para las Migraciones (OIM)

C/106/INF/8/Rev.1

Original: English
19 November 2015

COUNCIL

106th Session

IOM GENDER EQUALITY POLICY 2015–2019

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1. The IOM Council adopted the Staff and programme policies on gender issues (MC/1853) in 1995. In recent years, the Organization has recognized the need to update its policy on gender equality issues relating both to external programmes and activities, and to gender balance in staffing and organizational culture. This update is necessary to ensure that all of IOM's external and internal activities contribute to gender equality and address the specific needs and capacities of all beneficiaries and staff members, regardless of sex and gender. Moreover, an update is crucial to ensure that accountability for IOM's work on gender equality is strengthened. Updating the policy also provides clarification on gender-related terms that have previously caused confusion among staff. Finally, this update will enable the Organization to follow through on the commitment it made to implement the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women.¹

2. To this end, the Gender Coordination Unit, in close collaboration with key units at Headquarters and in Field Offices, and with the support of a gender consultant, has developed the attached Gender Equality Policy to replace the Staff and programme policies on gender issues (MC/1853) and serve as a set of guiding principles for the Organization. The Gender Equality Policy is designed to formalize and codify the Organization's commitment to identifying and addressing the needs of all beneficiaries of IOM projects and services, and to ensuring equality of opportunity and treatment of all staff members within IOM. The Policy also introduces robust accountability elements for its implementation.

3. The Gender Equality Policy has been endorsed by the IOM Policy Coordinating Committee and, following the recommendation of this Committee, it is herewith brought to the attention of Member States.

¹ For more information see www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability.

Annex

Gender Equality Policy 2015–2019

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Gender Equality Policy 2015–2019

I. Introduction and outline

1. The Gender Equality Policy establishes a framework for IOM's work on gender equality for the next five years. Full implementation of this policy will ensure that IOM meets its mandate on gender equality, and remains at the forefront of promoting safe, humane and orderly migration for all.

2. Section II of the policy covers gender mainstreaming and gender equality results. Gender mainstreaming is a mechanism for strengthening institutional capacity so that organizations have the ability to achieve desired gender equality results. It involves strengthening accountability, strategic planning, capacity development, and resource tracking and allocation vis-à-vis gender.

3. Section III of the policy covers gender balance in staffing and a gender-sensitive organizational culture. Both of these issues are integral to IOM's guiding principle of equality of opportunity and treatment for staff members regardless of sex and gender. As is the case for IOM programmes, this policy calls for strategic planning with regard to both gender balance in staffing and a gender-sensitive organizational culture, and it also strengthens accountability, capacity assessment and capacity development.

4. IOM affirms that equality of opportunity and treatment in both programming and staffing are guiding principles for the Organization. However, an IOM evaluation conducted in 2006 of the 1995 Staff and programme policies on gender issues (MC/1853) found that there was some confusion among IOM staff about the difference between gender mainstreaming in programming and gender balance in staffing.¹ It is important to separate these two areas and this policy takes that step. The aim of gender mainstreaming is to support the achievement of programmatic results. By contrast, gender balance in staffing is intended to ensure equitable staffing practices.

5. A glossary of key definitions used in this policy is included as an appendix, and a separate implementation plan outlines how the policy will be operationalized. This policy and implementation plan will ensure a common understanding of gender mainstreaming by setting out clear responsibilities and minimum standards for IOM departments and staff for work on gender, and separating gender mainstreaming from gender balance in staffing.

II. Gender in programming

A. Rationale and context

6. IOM will not meet its objective of safe, humane and orderly migration for all unless gender equality is taken into account. Indeed, gender equality is central to the causes and consequences of migration, and thus to effective organizational responses.

¹ Office of the Inspector General: Evaluation of the gender mainstreaming policy and strategy in IOM (CRP/22 issued in November 2006).

7. In 1995, IOM recognized the important interlinkages between gender and migration by endorsing the Staff and programme policies on gender issues (MC/1853), committing IOM to mainstreaming gender throughout the Organization.

8. Twenty years on, IOM is strengthening its policy on gender mainstreaming in programming to ensure that it is fit for purpose; its work continues to promote gender equality effectively within its programmes; its actions recognize and respond to the different needs and capacities of all migrants;² and it can respond appropriately to the needs of Member States and report on results.

9. This policy reiterates the Organization's commitment to safe, humane and orderly migration for all, regardless of sex and gender, and establishes the formal structure and accountabilities for IOM's work on gender and migration.

10. Experience within and outside IOM and the United Nations system has demonstrated that the key drivers for promoting gender equality are: senior manager leadership and accountability; integration of a gender perspective in strategic planning processes; adequate resources and capacity; a common understanding of gender mainstreaming; and an organizational structure that supports gender mainstreaming. This policy will ensure that all these drivers are in place and will be used to consistently mainstream gender in IOM policies, strategies, projects and activities.

Accountability

11. Building on IOM's decades-long commitment to gender equality, this policy specifies accountabilities as follows, with more details outlined in Sections II.C and II.D and the accompanying implementation plan:

- (a) IOM commits itself to being accountable for, and to tracking results on, gender equality in the key drivers listed in paragraph 10.
- (b) IOM commits itself to advocating at national, regional and international levels for gender equality and the empowerment of all migrants and their families.
- (c) The policy is binding on all IOM staff and applies to all IOM activities. The policy applies equally to Headquarters, Regional and Country Offices, the Administrative Centres and Special Liaison Offices.

A common understanding of gender equality

12. IOM strongly believes that gender considerations are fundamental to upholding human dignity and the well-being of migrants. Equality and empowerment are critical means to a broad end: migration that is beneficial and sustainable for all.

13. This policy recognizes that gender concerns the relations between women and men and is not related to women alone. Therefore, gender equality can be achieved only with the full engagement of all. IOM's work on gender must include and involve all migrants.³

² Including women, men, boys and girls.

³ Office of the Special Advisor on Gender Issues and Advancement of Women, Gender Mainstreaming: Strategy for Promoting Gender Equality (2001).

14. As noted above, this policy will ensure a common understanding of gender equality and gender mainstreaming (see appendix).

The context of IOM's work on migration and gender equality

15. Of the 232 million people who migrate regularly, women and men do so in almost equal numbers.⁴ Studies demonstrate that, although this varies by crisis and region, women and girls comprise about half of any refugee, internally displaced or stateless population.⁵

16. It is recognized that a person's sex and gender shape every stage of the migration experience, whether forced, voluntary or somewhere in between. Gender influences reasons for migrating, who migrates and to where, how people migrate and the networks they use, opportunities and resources available at destinations, and relations with the country of origin. Risks, vulnerabilities and needs are also shaped in large part by one's gender, and often vary drastically for different groups. The roles, expectations, relationships and power dynamics associated with being a man, woman, boy or girl significantly affect all aspects of the migration process, and can also be affected in new ways by migration.

17. It is therefore crucial to understand how gender interacts with migration and to respond accordingly. Taking into account gender-specific migration trends means the difference between implementing a project that successfully addresses the specific needs and capacities of all IOM beneficiaries, and one that fails to do so and thus perpetuates inequality. Given the gender-specific nature of migration, the following are central to IOM's work: advocating for equal rights under the law in employment and mobility; combating discriminatory migration practices; understanding how gender affects the type of migration undertaken; responding to how gender influences access to social services, economic growth, capacities, risks and vulnerabilities; ensuring diversity and inclusiveness in consultations and participation in activities; and addressing how migration influences gender roles and relations.

18. During humanitarian crises, effectively integrating gender into programming also means understanding how gender affects people's experiences of the crisis; addressing gender-specific protection and assistance needs; preventing and responding to the emergence of new forms of gender-based violence; building on gender-specific capacities to respond to crises; and understanding often drastic changes in gender roles and relations.

19. This policy will thus ensure that gender is mainstreamed throughout all of IOM's policies and activities to:

- (a) Recognize and address gender-related gaps in programming;
- (b) Ensure that all IOM beneficiaries have the same opportunities regardless of their sex and gender;
- (c) Mitigate vulnerabilities to and threats of gender-based violence;
- (d) Ensure equal access and better outcomes for all IOM beneficiaries.

⁴ United Nations Department of Economic and Social Affairs, Population Division, Trends in International Migrant Stock: The 2013 Revision – Migrants by Age and Sex (2013).

⁵ Office of the United Nations High Commissioner for Refugees, *UNHCR Global Trends 2013* (2014). Available from www.unhcr.org/5399a14f9.html.

B. The mandate for IOM's work on migration and gender equality

20. The Organization's adoption of gender equality as a guiding principle is founded on long-standing and widely recognized international norms and standards of particular relevance to its mission.⁶ Gender equality lies at the heart of human rights and values, and is in line with the Preamble to the Charter of the United Nations, which reaffirms the "faith in fundamental rights, in the dignity and worth of the human person, in the equal rights of men and women".

21. In 1995, IOM recognized the central importance of equal opportunity and treatment for migrants. This guiding principle is just as important for the Organization today. IOM's 1995 policy (MC/1853) codified its commitment "to ensuring that the particular needs of all migrant women are identified, taken into consideration and addressed by IOM projects and services." In 2009, IOM reiterated that bedrock principle in the document entitled *The human rights of migrants – IOM policy and activities (MC/INF/298)*, which cited the Organization's gender policies and affirmed that: "IOM protects the human rights of migrants in a gender sensitive manner."

22. In 2012, to enhance its commitment to gender equality, IOM began to implement the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (SWAP). The SWAP is an accountability framework made up of 15 gender mainstreaming indicators based on international best practice. It provides IOM and the United Nations system with a strategy and a common set of standards to which to adhere and aspire. In February 2012, IOM agreed to meet or exceed those standards, which provide the framework for Section II.C of this policy. IOM undertook this commitment with the proviso that its funding arrangements are different from many United Nations entities, and that meeting or exceeding SWAP standards would require adequate resources from internal and external sources.

C. Gender mainstreaming

23. This section sets out IOM's plans for mainstreaming gender, in order to ensure adequate capacity and resources to fulfil its gender equality mandates.

Update of the gender equality policy and management accountability

24. Accountability, particularly of senior managers, is the most important driver for the promotion of gender equality. The aforementioned IOM evaluation conducted in 2006 (CRP/22) recognized this when it concluded that: "it is time to re-examine...the accountability of IOM Senior staff starting from the highest level at HQ and in the field." By committing to regularly reviewing progress on policy implementation via reporting to the Council and during meetings of the Management Coordinating Committee and the Policy Coordinating Committee (see Section II.D), IOM will ensure policy implementation.

⁶ See, for example, the Declaration of the High-level Dialogue on International Migration and Development (A/RES/68/4), adopted on 3 October 2013, which sets out the international community's commitments to incorporate a gender perspective into policies and to combat gender-based violence. See also the 2003 International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, which requires equal treatment for all migrant workers and their families, and the 1981 Convention on the Elimination of All Forms of Discrimination against Women, which requires equal treatment for women and men. See also the IOM Strategy (MC/INF/287) adopted in 2007.

Gender-responsive performance management

25. Performance assessment is also a key lever for ensuring accountability. Building on existing gender-related key competency assessment indicators, the Human Resources Management Division will extend the following key performance indicators to all staff holding posts graded P4 and above for the 2015–2016 assessment cycle of the Staff Evaluation System:⁷

- (a) Improve or maintain gender balance in all IOM offices;
- (b) Mainstream gender in programme development, endorsement, implementation and reporting.

Project review

26. The project review and endorsement process will also ensure adequate attention to gender considerations. The Gender Coordination Unit will review all project development guidance and checklists to ensure that a thorough gender analysis is carried out in project conceptualization, development, monitoring and evaluation; relevant gender-sensitive results statements and indicators are included in projects; and all key data are disaggregated by sex and age to the extent possible. Generic project development training offered by IOM will include a section on gender mainstreaming. IOM will continue to develop and offer training on project development and gender mainstreaming, targeted at regional thematic specialists and other key staff members.

Capacity assessment

27. Building staff capacity on gender mainstreaming will also enhance IOM's performance, both in relation to gender and more broadly. The Gender Coordination Unit will take the lead by conducting a capacity assessment, following which the Human Resources Management Division will draft a capacity development plan. The first capacity assessment will use data from the Staff Evaluation System 2014–2015 assessment cycle and other relevant data. Assessments will continue every 3 to 5 years, the results of which will enable IOM to continue to adjust and expand its capacity development planning as needed.

Capacity development

28. Based on its capacity assessment, IOM will introduce various types of training on gender issues to meet different staff capacity development needs. The Gender Coordination Unit will provide gender focal points, regional project development officers and regional thematic specialists (and other staff members as needed) with practical tools and, for key staff, dedicated training. This will ensure that they can support all other staff in mainstreaming gender throughout the project cycle. For senior managers, the Gender Coordination Unit will take the lead, in coordination with the Talent Management Unit, in providing gender training at strategy and project levels. This will include Chiefs of Mission, Regional Directors and Directors of Headquarters departments.

⁷ The Staff Evaluation System is IOM's performance appraisal mechanism that helps monitor and manage staff performance against standardized competency indicators and objectives.

29. The Talent Management Unit will make the UN-Women generic course on gender mainstreaming available to all staff. This course will be mandatory for all staff, and will be available in English, French and Spanish. Monitoring of staff completion of this course is addressed in the implementation plan. Staff members will be required to take the InterAgency Standing Committee (IASC) online course “Different Needs – Equal Opportunities: Increasing Effectiveness of Humanitarian Action for Women, Girls, Boys and Men” as part of their application to the Department of Operations and Emergencies emergency deployment roster. Project development and implementation training will incorporate a session on gender mainstreaming, and the importance of gender analysis will be emphasized throughout all of the above-mentioned training.

Inter-agency coherence

30. IOM will continue to participate in inter-agency meetings on gender equality and the SWAP. It will also undertake a peer review of the SWAP over the course of the implementation of this policy.

D. Institutional mechanisms for implementing the Gender Equality Policy

31. IOM is committed to ensuring institutional accountability as described in this section.

32. The Director General will report annually to the IOM Council on the implementation of the Gender Equality Policy. Reporting will include performance in terms of the SWAP, gender equality results and, over time, linkages between gender mainstreaming and gender related results.

33. Policy implementation will be reviewed regularly at meetings of the Management Coordinating Committee and the Policy Coordinating Committee, and remedial action will be taken when implementation is falling behind the schedule set out in the accompanying implementation plan.

34. Under the decentralized gender mainstreaming model adopted by IOM through the Gender Equality Policy, the Gender Coordination Unit will play a catalytic, coordinating and facilitative role, and relevant departments will take the lead in their areas of responsibility; these areas are highlighted in the implementation plan. The Gender Coordination Unit will act as a support unit for IOM, providing technical input to departments on all gender and migration issues. It will be responsible for developing technical guidance and training materials, and for facilitating and delivering training. The Unit will also coordinate the IOM gender focal point network, and take the lead on inter-agency matters related to gender equality.

35. Dependent on resource availability, the Director General will appoint gender focal points from staff employed at P3 or National Officer C (NO-C) levels and above, recognizing that IOM’s worldwide presence and unique structure require flexibility. Gender focal points should have gender-related knowledge or experience. They will have written terms of reference and allocate a minimum of 10 per cent working time to the gender focal point role. Each Regional and Country Office and Headquarters department will have at least one gender focal point. At Regional Offices, a regional thematic specialist or regional project development officer will be appointed as the gender focal point. The gender focal point role will be included in the regular Staff Evaluation System cycle. The Gender Coordination Unit

will establish an online network to ensure regular communications between gender focal points, and monitor implementation of gender focal point workplans. The Unit will also coordinate an annual virtual meeting of gender focal points by region.

36. The Office of the Inspector General/Evaluation will conduct a mid-term evaluation two and a half years into the implementation of this policy, and a final evaluation will take place after five years. Both evaluations will evaluate gender mainstreaming, gender equality results, and the linkages between the two, using as baselines data from IOM's 2014 reporting under the SWAP framework, and global IOM gender equality results aggregated from Country and Regional Office reporting.

E. Gender equality results

Strategic planning at Headquarters and Regional and Country Office levels

37. Led by the Office of the Director General and the Senior Regional Advisers, key IOM documents – such as *Migration Initiatives*, regional strategies, country-level planning documents and results frameworks – will include gender analyses, which in turn will support the development of gender-sensitive results statements and indicators.

38. Key strategic planning documents at Headquarters and Regional and Country Office levels will explicitly refer to the ways in which IOM will promote gender equality, including in the introductory sections and for each programmatic section where appropriate. Headquarters and Regional and Country Offices will report fully on gender equality mandates and objectives, and disaggregate key data by sex and age to the extent possible and in line with the IOM Data Protection Principles.

Gender equality results in humanitarian settings

39. This policy reiterates IOM's commitment to making gender equality a priority in all its emergency operations. In line with the IOM Principles for Humanitarian Action, all staff involved in the development and implementation of projects in emergency, transition and recovery settings will ensure that humanitarian action recognizes and responds to the different protection and assistance needs of all migrants.

40. As part of its engagement in mainstreaming protection across the Migration Crisis Operational Framework sectors of assistance, IOM will ensure that activities are developed and implemented in ways that do no harm, prioritize safety and dignity, foster empowerment and participation, and are non-discriminatory and needs based. To achieve this, analysis of the risks and threats to which all migrants and other crisis-affected individuals and groups are exposed will be conducted as part of the design and development of all projects. Findings will be taken into account in the development and implementation of responses to migration crises (humanitarian crises with mobility implications), so that these responses incorporate measures reflecting the diversity of the individuals and groups affected by crises; ensure equal access to humanitarian assistance; prevent any negative effects such as neglect, discrimination, abuse and exploitation; and strengthen their local capacities.

41. Monitoring tools, such as gender markers, protection mainstreaming checklists and cluster standards, will be used to assess the adherence of the humanitarian response to diversity and inclusion considerations, with remedial action taken as needed. For recovery

and transition work, monitoring tools include the capture of age- and sex-disaggregated data and use of perception surveys to capture changes in community dynamics, including in relation to gender. Other accountability mechanisms, such as feedback and complaints mechanisms, established according to response goals will contribute to assessing and redirecting responses accordingly.

Measuring the impact of gender mainstreaming on gender equality results

42. IOM needs to assess whether its investments in gender mainstreaming are producing the intended gender equality results. In line with organizational results-based management, the Organization's monitoring and reporting will be strengthened as follows:

- (a) Project reports will include a dedicated section on gender detailing gender-related accomplishments.
- (b) Reports from Regional and Country Offices will include a dedicated section on gender detailing progress against country-level expected results.
- (c) Any guidance on global, regional and country-level strategies and the forthcoming revised version of the *IOM Project Handbook* will fully incorporate gender considerations and provide specific gender mainstreaming guidance, including indicators for measuring and reporting on gender equality results.
- (d) Findings from Regional and Country Office reports will be synthesized by Regional Offices and globally by the Gender Coordination Unit. The global synthesis will feed into organizational reporting, particularly the annual report on the work of the Organization.
- (e) The Gender Coordination Unit will use the data from the regional and global syntheses to provide feedback to IOM about good practices.

Evaluation

43. By 2016, IOM will meet and strive to exceed United Nations Evaluation Group requirements on integrating gender in evaluations. Regional and Country Offices, with the support of the Office of the Inspector General/Evaluation, will guide and review the quality of gender equality content in regional- and country-level evaluations, in line with United Nations Evaluation Group guidance.

44. IOM will disseminate and build capacity related to that Group's guidance document *Integrating Human Rights and Gender Equality in Evaluations*, with the aim of promoting use of this guidance in all relevant evaluations.

Gender-responsive auditing

45. To ensure accountability and adequate attention to the promotion of gender equality through IOM's audit function, the Office of the Inspector General/Internal Audit will consult annually with the Gender Coordination Unit concerning any risks related to gender mainstreaming, including risks related to the implementation of this policy. Consultations will be carried out as part of the risk-based audit annual planning cycle. Internal Audit, in consultation with the Gender Coordination Unit, will use a gender risk checklist for all audits, and will take a phased approach to carrying out regular participatory organizational gender audits.

Resource tracking and allocation

46. As part of its strategic decision-making process, IOM will track its resource allocations for the promotion of gender equality, and ensure that these allocations are adequate to meet its gender-related mandate. IOM uses the IASC Gender Marker or the Gender-Age Marker of the European Community Humanitarian Office for certain humanitarian projects. An IOM-wide gender marker system will be extended to all IOM projects through a phased approach.

47. The Gender Coordination Unit will lead the multi-unit Gender Marker Working Group, which will establish IOM's gender marker system. The Budget Division, supported by the Gender Coordination Unit and the Gender Marker Working Group, will estimate on an annual basis IOM's financial allocation to gender-related activities, based on the gender marker system scoring once this is in place. For IOM-managed funds,⁸ the Organization will also set and meet a financial benchmark for resource allocation for projects whose principal purpose is to advance gender equality; at the same time, it will ensure that all other projects mainstream gender.

Knowledge generation and communication

48. The Media and Communications Division, the Migration Research Division, and the Office of the Director General, with support from the Gender Coordination Unit, will integrate gender considerations into speeches, publications, visuals, videos, social media outlets and websites. The Media and Communications Division will ensure that IOM's communication plan promotes gender equality as an integral component of internal and public information dissemination, and will develop guidance on gender-sensitive communication for staff. The Migration Research Division will develop similar guidance on gender and migration research, including a gender mainstreaming checklist for all research and publications. IOM will ensure that its knowledge on gender is constantly consolidated and shared, with lessons learned and good practices clearly articulated. IOM's flagship reports, such as the *World Migration Report*, will include gender analysis and explicitly address progress towards, and challenges to, gender equality.

Partnerships

49. IOM commits to actively seek implementing partners that have a demonstrated commitment to gender equality and the competence to ensure that gender-related project results are pursued actively. Applicable and future agreements with partners will seek to include commitments on gender equality in relation to relevant cooperation or joint programming.

Migration Governance Framework

50. The IOM Migration Governance Framework incorporates gender considerations in each of its three principles and objectives. As such, States are encouraged to mainstream gender considerations into policy and programmes; consider how the migration process differs based on gender, age and other diversity characteristics and address these differences; collect and use sex- and age-disaggregated data; and provide equal and non-discriminatory

⁸ Such as the IOM Development Fund and the Migration Emergency Funding Mechanism.

access to support, social services and justice. The Department of International Cooperation and Partnerships will ensure that tools created to facilitate the use of the Framework by Field Offices include advice on mainstreaming gender.

III. Gender balance in staffing and a gender-sensitive organizational culture

A. Rationale and context

51. In its 1995 staff policy on gender issues (contained in MC/1853), IOM recognized equality of opportunity and treatment of staff members as a guiding principle for the Organization, and committed to ensuring this for all staff members.

52. IOM has fallen behind in fulfilling its 1995 policy commitment of achieving a gender balanced staff within 10 years. IOM recognizes that equal opportunity and treatment extends to all staff. IOM has long upheld the principles of tolerance, understanding and respect for all, while at the same time forbidding discrimination and harassment in its workplaces. IOM reaffirms its commitment to making equal opportunities for and treatment of all IOM staff a reality.

53. With this policy, IOM is updating its plan on gender balance in staffing and a gender sensitive organizational culture to ensure that: it is fit for purpose; it continues to promote gender equality effectively within staffing; its actions recognize and respond to the different needs and capacities of all staff members; and it can respond appropriately to the needs of Member States and report on results.

54. IOM commits itself to be accountable for, and to track results on, gender balance in staffing and a gender-sensitive organizational culture as specified below and in the accompanying implementation plan.

B. Gender balance in staffing

55. Today, 46 per cent of IOM staff are women. However, the percentage of women declines at the senior management levels. Women have achieved parity at P1, P2 and P3 levels. By contrast, women make up 37 per cent of staff at P4 level, 26 per cent at P5 level, and 24 per cent at D1 grade. While some progress was made at P3 and P4 levels between 2010 and 2014, during the same period there was only a marginal increase at P5 and higher levels. For national staff, the ratio is 53 per cent men to 47 per cent women. However, at both National Officer NO-C and NO-D levels, the percentage of women drops to only 35 per cent.⁹

56. To promote balance in staffing, the Human Resources Management Division will develop a gender balance in staffing plan, defining specific goals and benchmarks, by 2016. This plan will also specify organizational measures and accountabilities for achieving gender balance in staffing, including in all recruitment policies and practices.

⁹ International data are for December 2014 and national data for June 2014.

C. Gender-sensitive organizational culture

57. A facilitative and gender-sensitive organizational culture for all staff has been repeatedly identified as a key enabler in the promotion of gender equality. A healthy working environment at all levels enables staff members to focus on work objectives and to perform to the best of their ability. The focus of strengthening the enabling environment is to create a work atmosphere that is safe, respectful, caring and free from harassment and abuse of authority, where staff members feel empowered and where, to the extent possible, a balance between work pressures and personal life can be created.

58. The Human Resources Management Division will review, report on and, as needed and in line with current best practice, update existing IOM policies that support family responsibilities and promote work/life balance.¹⁰ Outgoing professional level staff will have the opportunity to take part in exit interviews conducted by the Division related to issues including recruitment, retention and staff experience. The Ethics and Conduct Office, in coordination with the Division and the Gender Coordination Unit, will introduce mandatory training on a respectful working environment for all staff.

¹⁰ This includes relevant policies, such as those related to support of work and family responsibilities, respectful working environment, special leave without pay, adoption leave, home-based work, part-time work, paternity leave and family emergency leave, as well as applicable rules and regulations.

Appendix

Glossary

Gender refers to the socially constructed roles and relationships, personality traits, attitudes, behaviours, values, relative power and influence that society ascribes to males and females on a differential basis. Gender is relational and refers not simply to women or men, but to the relationship between them.¹ Although notions of gender are deeply rooted in every culture, they are also changeable over time and have wide variations both within and between cultures.

Gender equality refers to the equal rights, responsibilities and opportunities of all individuals. Equality means that rights, responsibilities and opportunities will not depend on one's sex as determined at birth. Gender equality does not imply that all individuals are the same, but rather that the interests, needs, capacities and priorities of all are taken into consideration.

Gender mainstreaming in IOM refers to the process of assessing the gendered implications for all migrants of any planned action, including policies, programming or legislation. It is a strategy for making the concerns and experiences of women, men, boys and girls an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes so that all migrants benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.²

Gender balance in staffing refers to ensuring equal representation of male and female staff members at all levels in an organization. It is also known as gender parity in staffing.

Empowerment is a basic concept of human rights and development that refers to the process through which people individually and collectively become conscious of how power relations operate in their lives and gain the necessary confidence and strength to change inequalities and strengthen their economic, political and social position.³

Gender analysis is an assessment of the roles of, and relations between, women and men, girls and boys. It recognizes that all individuals' lives, and therefore experiences, needs, issues and priorities, are different. A gender analysis should be integrated into all sector assessments and situational analyses, starting with the conceptualization phase.

¹ UN-Women, *Guidance Note: Gender Mainstreaming in Development Programming* (2014).

² United Nations, Report of the Economic and Social Council for 1997, chapter IV, agreed conclusions 1997/2 (A/52/3 of 18 September 1997).

³ United Nations Millennium Project, Task Force on Education and Gender Equality, *Taking Action: Achieving Gender Equality and Empowering Women* (2005).