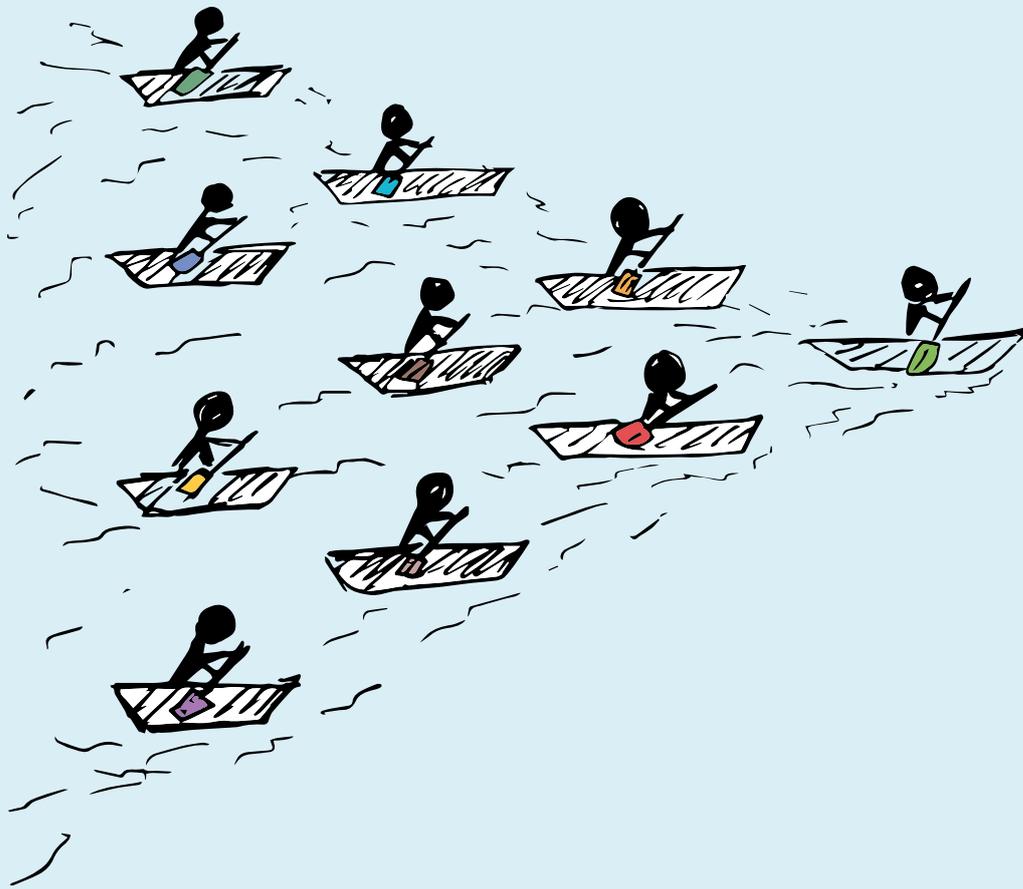


RESPONDING TOGETHER: STRATEGY FOR GENDER EQUALITY IN DISASTER MANAGEMENT IN THE PACIFIC



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Key terms

To promote a common understanding of the language used in this document, key terms are defined below.



Disaster management is the organisation and management of resources and responsibilities for dealing with all aspects of emergencies, in particular preparedness, response and recovery in order to lessen the impact of disasters.¹



Diversity is all the ways we differ. This includes differences in how we identify according to gender, age, cultural background, ability, sexual orientation and gender identity, religion, social and economic background, profession, education, work experiences and organisational role.²



Gender equality means that women and men, and girls and boys, enjoy the same rights, resources, opportunities and protections. It does not require that girls and boys, or women and men, be the same, or that they be treated exactly alike.³



Inclusion is when everyone feels valued and respected, has access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation.⁴



Leadership is understood differently across the Pacific. For PIEMA, demonstrating strong leadership is about building trust, confidence and enduring relationships that show a unity of purpose and commitment.⁵ This strategy will focus on people who demonstrate the personal attributes and drive needed to lead, whether they are in formal positions of power or not.



Sexual and gender minorities refers to those whose sexual orientation or gender identity varies. In many countries there are local terms used by people in sexual relationships with people of the same gender or more than one gender, or whose gender identity does not align with their sex assigned at birth, or whose gender expression does not accord with stereotypical norms, or whose sex characteristics do not fit neatly into the medical binary of 'male' and 'female' bodies.⁶

1 http://tep-a.org/wp-content/uploads/2017/05/FRDP_2016_finalResilient_Dev_pacific.pdf

2 Adapted from Diversity and inclusion, Diversity Council Australia, 2018, <https://www.dca.org.au/di-planning/getting-started-di/diversityinclusion-explained>

3 Pacific Power Association, <https://www.ppa.org.fj/gender-portal/what-about-gender-equality/>

4 O'Leary, J, Russell, G and Tilly, J 2015, Building inclusion: an evidence based model of inclusive leadership, Diversity Council of Australia, https://www.dca.org.au/sites/default/files/dca_inclusive_leadership_synopsis_accessible.pdf

5 PIEMA Strategic Agenda 2020

6 <https://www.edgeeffect.org/on-language-and-acronyms/>

STRATEGY VISION

Disaster management agencies in the Pacific are highly effective and realise the full potential of all staff members

This strategy will guide the PIEMA project's support to member agencies through:



Building the capability of a more diverse cohort of leaders



Strengthen the policy environment to support diversity and inclusion



Promoting positive attitudes to diversity and inclusion

INTRODUCTION

About PIEMA

The Pacific Islands Emergency Management Alliance (PIEMA) was established in 2013 as a coordinating mechanism that engages directly with Pacific countries to improve resilience and create 'excellence in emergency management for safer Pacific communities'. PIEMA represents a partnership with key umbrella organisations and emergency management agencies across 14 countries, including the National Disaster Management Offices (NDMO), Police and Fire, and Emergency Services.

The current phase of the PIEMA project is jointly funded by Australia and New Zealand. It is implemented by the Pacific Community (SPC), which applies experience in disaster preparedness to deliver a broader strategic direction and strengthen the sustainability of initiatives.

About this strategy

The 'Responding Together' strategy outlines how the PIEMA project should engage leaders across the alliance agencies and their leaders to promote gender equality and support greater effectiveness in disaster response. It is intended to outline what PIEMA wants to achieve (outcomes and outputs), how to do it (activities), and what to measure (indicators). The document that accompanies this strategy, Learning Pathways, articulates how the strategy can be applied to build individual and organisational skills and to strengthen gender equality.



Whilst the scope of this strategy is promoting gender equality in PIEMA member agencies, it recognises the differences within gender, including abilities, needs and experiences of individuals.

Why this strategy is important

Achieving PIEMA objectives

The PIEMA project prioritises diversity and inclusion across disaster management in the Pacific. This strategy is an important step in promoting the role of women as responders and supporting the employment of women in disaster management roles as a key objective for the PIEMA project. The strategy will also support progress to achieve Key Result Area 3 of the PIEMA Strategic Agenda 2020 that calls for the promotion of gender diversity in emergency management agencies.⁷ In addition to the focus on the role of women, PIEMA recognises the vital role of strong leadership to bring about meaningful change. This strategy is important to support existing and emerging leaders striving to improve the effectiveness of disaster management in the Pacific.

Making positive shifts in the status quo

Women are under-represented in the disaster management sector and particularly in leadership and operational roles which serve as key pathways to leadership.

Currently the disaster management sector in the Pacific does not track other diversity metrics for staff such as nationality, educational background, disability or ethnicity.

In the **14 COUNTRIES**  involved in the **PIEMA PROJECT**,⁸:

 **2 of 14** national disaster management offices or equivalent have **female directors**

 **0 of 14** national police services have **female police commissioners**

 **0 of 14** national fire services have **female fire chiefs**

Contributing to existing regional commitments

This strategy is important as a contributor to the achievement of existing regional commitments. The Pacific has recognised the importance of supporting both men and women through the 2030 Agenda for Sustainable Development, the 2012 Pacific Leaders Gender Equality Declaration, the Convention on the Elimination of all Forms of Discrimination Against Women, and the Revised Pacific Platform for Action, and individual Pacific Island countries and Territories' National Gender Policies.⁹

The following graphic shows how the implementation of the strategy will directly contribute to supporting the initiatives.



Underpinned by individual Pacific Island countries and Territories (PICT) National Gender Policies.

⁷ PIEMA Strategic Agenda 2020, p. 14

⁸ These statistics are as of 2019. There is little information that depicts the state of gender equality in the emergency management sector in the Pacific.

⁹ For example, the Samoa National Policy for Gender Equality, or National Gender Equality and Women's Development Policy 2016–2020 - Solomon Islands

INFORMING THE STRATEGY: PACIFIC VOICES

Gender equality

The development of the strategy was informed by the voices and experiences of people working in the disaster management sector across the Pacific. PIEMA member agencies articulated that they are likely to be more effective in their operations, including community engagement, if both men and women are represented and able to meaningfully participate in the workplace. There was consensus that men and women in the Pacific bring different skills, ways of thinking, and experiences to a situation, however these are not always leveraged and utilised by agencies. When these differences are harnessed and embraced, responses are more effective.

PIEMA member agencies articulated that everyone should have the same access to opportunities. Currently men and women do not have equal representation in decision-making and leadership. They also told us of a need for targeted interventions to support women entering the disaster management sector, and to progress their careers, including moving into leadership roles. There is a desire for ongoing support for current and emerging leaders so the sector can enable inclusion to the greatest possible extent.

What I want is...

“... that women and men in this arena should be given the same **equal opportunity**, to excel and to work.”¹⁰ “... **SEE MORE WOMEN IN SENIOR POSITIONS.**”¹¹ “*For the workplace and working environment to be **gender friendly.***”¹² “**FOR EVERYONE TO HAVE THE SAME OPPORTUNITY ...** the nature of the job depends on both men and women as long as they can deliver.”¹³ “I still feel there is **room for improvement** and to strengthen our current capacity for women’s leadership.”¹⁴

10 Interview 8
11 Interview 27
12 Interview 7
13 Interview 30
14 Interview 24

Building capability and diversity

PIEMA agencies felt that training can provide a safe space to discuss how the operations and leadership of workplaces can impact men and women differently. This was identified as a gap in leadership. Diverse and inclusive leadership practices involving fostering, seeking out and listening to diverse perspectives, can strengthen work practices and decision-making. This is also an opportunity to support organisational champions of diversity and inclusion.

PIEMA member agencies articulated that mentoring programs, networking

opportunities, and leadership trainings are needed to provide mechanisms for valuable advice and guidance to be exchanged between senior leaders and women who have been identified as potential future leaders. Women can use their networks (both formal and informal) to connect, share common experiences, communicate, solve problems and find support. These activities support the capability and confidence of women to engage in the workplace and reach their full potential.

Enabling policy environment

PIEMA member agencies indicated that in order for both men and women to reach their potential, the design and operation of key policies and processes needs to better integrate good practice in relation to gender, diversity and inclusion in the workplace. These include policies and processes in relation to decision making, deployments, recruitment and anti-harrassment. Agencies expressed a need for a process-based

and procedural safeguards such as diverse decision-making and robust decision-making criteria, to help address inequalities. It is also an opportunity to leverage and apply localised tools and resources on gender, diversity and inclusion. PIEMA agencies need to strengthen their own policies and processes by learning from, adapting and applying good practice.

Promoting diversity and inclusion

We heard that increased visibility of both men and women should be prioritised. This can help strengthen awareness of career development options. Increasing visibility of men and women promotes a diverse range of perspectives, experiences and opinions at events. PIEMA member agencies felt that

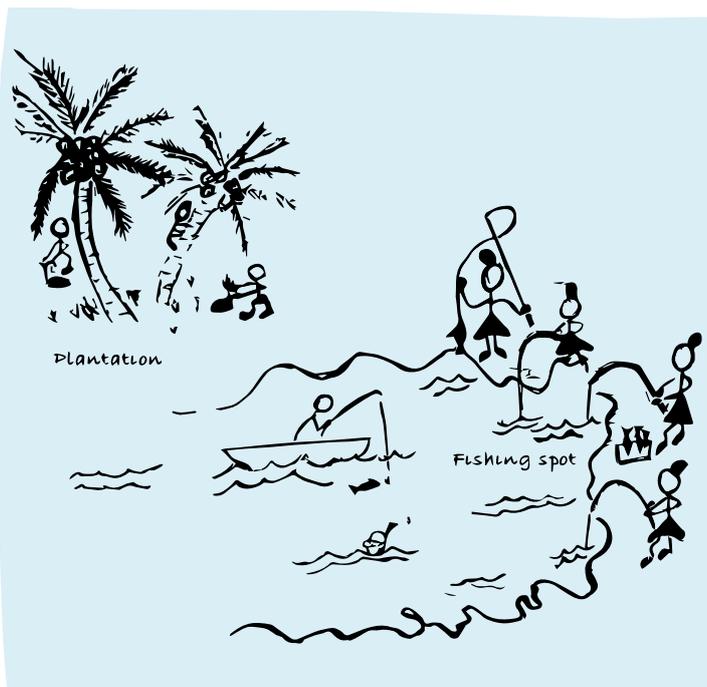
promoting diversity and inclusion through story telling is an opportunity for agencies to realise the benefits of diversity, inclusion and gender equality. These can include better decision-making, increased operational effectiveness, and better risk management.

STRATEGY FOUNDATIONS

The foundations that guide and underpin this strategy have been drawn from consultations with over 35 disaster management personnel across the Pacific, Australia and New Zealand, and also align with the values and guiding principles of the PIEMA Strategic Agenda 2020.¹⁵

Foundation 1 – Respecting and finding common ground with Pacific traditions, religion and culture

“Our villages are built and developed through our culture, custom and religious beliefs, therefore it is very important that our policies and development are also connected to those beliefs.” (NDMO employee)



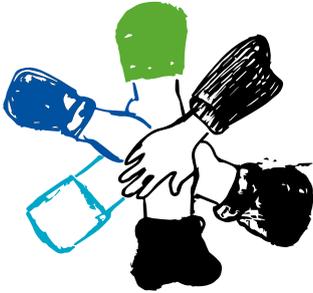
This strategy recognises the importance of finding common ground between the role of traditional, cultural and religious knowledge and practices, and supporting gender equality in disaster response in the Pacific. The strategy values the voices, traditions, cultures and strengths of diverse Pacific groups, and Pacific values of inclusion, respect and equality. It articulates how these will be drawn on to support increased diversity, in particular for women’s engagement in the disaster management sector. The strategy also acknowledges that this is a process of change that may be difficult for some. This foundation guides the strategy by:

- Drawing on traditional and cultural knowledge and practice in order to progress gender equality in leadership
- Ensuring that the key actions – such as leadership training– are developed with a Pacific cultural lens to promote ownership and maximise uptake.

¹⁵ PIEMA Strategic Agenda 2020

Foundation 2 – Valuing diversity

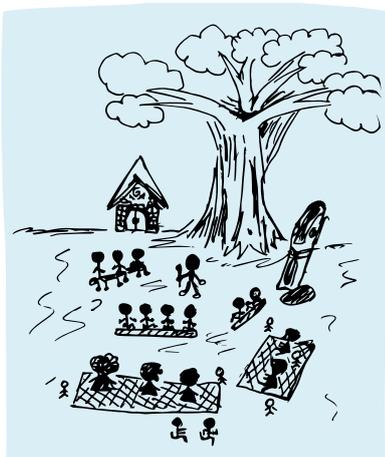
“It is important we are open to the world as well as diverse ideas from different people and different countries.” (NDMO employee)



This strategy recognises the importance of valuing diversity and understanding differences. It seeks to elevate understanding about how different genders can contribute to and strengthen disaster management. Recognising that diverse people may face disaster specific barriers and obstacles, the strategy promotes disaster response that is inclusive of diverse needs and experiences. This foundation guides the strategy by:

- Recognising strength in gender diversity
- Ensuring that the key actions – such as policy development support, leadership training, and mentoring – enhance diversity of thought and practice, and are targeted to individuals and organisations at different stages of the journey.

Foundation 3 – Continual learning



“(it is important) to create spaces where everyone can learn together based on mutual respect and trust.” (Fire service employee)

The strategy acknowledges the importance of continual learning to strengthen gender equality and apply that learning to practice. The strategy recognises and seeks to use Pacific cultural frameworks, such as storytelling and conversation through ‘*Talanoa*¹⁶’ or ‘*Toktok*¹⁷’, to progress learning around equality. These traditional frameworks can be used to share ideas and teach skills. This foundation guides the strategy by:

- Promoting continual learning for all PIEMA member agency staff in a safe and respectful way to explore gender equality and address barriers to inclusion
- Ensuring that the key actions – such as leadership training, networking and story profiling – have a focus on contextually appropriate knowledge building and sharing.

¹⁶ *Talanoa* is a generic term referring to a conversation, chat, sharing of ideas and talking with someone. It is a term that is shared by Tongans, Samoans, and Fijians. *Talanoa* can be formal, as between chiefs and his or her people, and it can be informal, as between friends in a kava circle. *Talanoa* is also used for different purposes; to teach a skill, to share ideas, to preach, to resolve problems, to build and maintain relationships, and to gather information. The Kakala Research Framework, Seu’ula Johansson Fua. http://repository.usp.ac.fj/8197/1/Kakala_Research_Framework_Seuula_Johansson-Fua.pdf

¹⁷ The Bislama word for ‘talk’, used in Vanuatu. TokTok is defined as coming together to discuss things of importance, such as the welfare of family (FGD 3)

USING THE FRAMEWORK

The 'Responding Together' strategy outlines how the PIEMA project and agency leaders will engage leaders across member agencies to promote gender equality and support greater effectiveness in disaster response. It outlines what PIEMA wants to achieve (outcomes and outputs), how to do it (activities), and what to measure (indicators).

The framework consists of three sections:

1. Overall Strategic Framework

This outlines the vision, three strategic themes, objectives and key actions.

2. Implementing the Strategic Framework

This outlines a detailed plan for each strategic theme, with the implementation steps to achieve the actions, and example resources and initiatives.

3. Evaluation Framework

This outlines how PIEMA will measure progress against each the objectives, outcomes and outputs.

STRATEGIC FRAMEWORK

Vision	Disaster Management agencies in the Pacific are highly effective and realise the full potential of all staff members					
Strategic themes	Build capability of a more diverse cohort of leaders		Strengthen policy environment to support diversity and inclusion		Promote positive attitudes to diversity and inclusion	
Objectives	To increase leadership capacity to support diversity and inclusion	To strengthen the capability and confidence of women staff in PIEMA agencies	To support PIEMA agencies to develop or strengthen diversity, inclusion and gender equality policies	To support the implementation of diversity, inclusion and gender equality through improved processes	To strengthen visibility of both men and women within alliance agencies	To support inclusive work place cultures in PIEMA agencies
Key actions for PIEMA project	<ul style="list-style-type: none"> ▶ Include gender, diversity and inclusion modules in existing leadership training ▶ Identify and share good practice documents to support professional development planning 	<ul style="list-style-type: none"> ▶ Support women to attend women's leadership training ▶ Strengthen the existing women's network within the disaster management sector ▶ Support women to engage in mentoring programs 	<ul style="list-style-type: none"> ▶ Identify and share good practice policies ▶ Offer an analysis of existing policies and areas these could be strengthened ▶ Create and share simple tools to support policy development and implementation 	<ul style="list-style-type: none"> ▶ Offer an analysis of existing procedures and areas these could be strengthened ▶ Promote approaches which integrate diversity, inclusion and gender into agency processes ▶ Support organisational succession planning 	<ul style="list-style-type: none"> ▶ Identify and profile a diverse range of PIEMA member agencies staff in communications and publications such as newsletters ▶ Support increased attendance, participation and engagement of women at meetings, training and events ▶ Advocate for a diverse representation of PIEMA member agencies staff in regional meetings 	<ul style="list-style-type: none"> ▶ Identify workplace diversity and inclusion training and support PIEMA member agencies to attend ▶ Identify and profile good practice diverse and inclusive workplaces
underpinned by strategy foundations						

IMPLEMENTING THE STRATEGIC FRAMEWORK

Strategic Theme 1: Build capability of a more diverse cohort of leaders

Objective	Key actions	Implementation steps	Example
To increase leadership capacity to support diversity and inclusion	<ul style="list-style-type: none"> ▶ Include gender, diversity and inclusion modules in existing leadership training 	<ul style="list-style-type: none"> ▶ Scope existing leadership training that covers diversity and inclusion (D&I) and/or would be open to additional input / modules D&I ▶ Work with training provider to integrate D&I components into training (either with existing or newly developed materials) ▶ Support staff from PIEMA agencies to attend the training 	<ul style="list-style-type: none"> ▶ DFAT's Pacific Women Initiative ▶ East West Centre's North Pacific Women's Action program ▶ CARE Gender, Equity, and Diversity Training Materials ▶ CARE: Gender Equality and Social Inclusion: Training of Trainers ▶ EU + Oxfam Gender leadership in humanitarian action – Modules 12, 14 ▶ NNPHL online course modules on gender ▶ Gender equality theology
	<ul style="list-style-type: none"> ▶ Identify and share best practice documents to support professional development planning 	<ul style="list-style-type: none"> ▶ Scope out best practice from PIEMA agencies ▶ Scope out best practice from the region ▶ Share/socialise the best practice 	<ul style="list-style-type: none"> ▶ AIDR Professional Development Program ▶ AIDR Professional Development Knowledge hub ▶ NZ Gov Integrated Training Framework ▶ NZ fire and rescue civil defence leadership training ▶ Australian Institute of Emergency Management course
To strengthen the capability and confidence of women staff in PIEMA agencies	<ul style="list-style-type: none"> ▶ Support women to attend women's leadership training 	<ul style="list-style-type: none"> ▶ Scope existing leadership training/initiatives targeting women ▶ Support women to attend or undertake training (both face to face and online) ▶ Where possible, deliver/facilitate the delivery of training 	<ul style="list-style-type: none"> ▶ ActionAid's Shifting the Power Coalition initiative ▶ Cardno women's leadership initiative ▶ CARE Vanuatu Young Women's Leadership Program ▶ Effective Support for Women's Leadership in the Pacific: Lessons from the Evidence ▶ Key Lessons For The Development of Young Women's Leadership For Gender Equality And The Elimination of Violence Against Women And Girls In Vanuatu
	<ul style="list-style-type: none"> ▶ Strengthen the existing women's network within the emergency/disaster management sector 	<ul style="list-style-type: none"> ▶ Engage with women from PIEMA member agencies who are involved in both informal and formal networks to develop a plan ▶ Create an event (e.g. side event at PIEMA annual meetings, in-country training) to bring women together ▶ Continue to engage and listen to any suggestions, questions or points raised by these networks and adapt support appropriately 	<ul style="list-style-type: none"> ▶ Uniting World's Gender Equality Theology program ▶ Australia Award Women's Leadership Initiative Mentoring ▶ Pacific Women's network ▶ Being the First: women leaders in the pacific (reflections) ▶ Advisory Board for 'Pacific Women Shaping Pacific Development'
	<ul style="list-style-type: none"> ▶ Support women to engage in mentoring programs 	<ul style="list-style-type: none"> ▶ Scope existing mentoring programs ▶ Identify potential mentors and mentees ▶ Support women to engage in mentoring programs (funding for travel, advocating for time to dedicate to mentoring etc.) ▶ If needed, establish mentoring between PIEMA member agency staff (and other emergency/disaster management stakeholders) 	<ul style="list-style-type: none"> ▶ Australia Award Women's Leadership Initiative Mentoring ▶ CARE: Reflections from Vanuatu: Engaging with women-led groups, networks and organisations in humanitarian protection programming

Strategic Theme 2: Strengthen policy environment to support diversity and inclusion

Objective	Key actions	Implementation steps	Example
To support PIEMA agencies to develop or strengthen diversity, inclusion and gender equality policies	<ul style="list-style-type: none"> ▶ Identify and share good practice policies ▶ Identify national gender equality policies to harmonise agency and national policy 	<ul style="list-style-type: none"> ▶ Consider requesting and tasking technical support for example through RedR ▶ Scope out best practice examples of policies from PIEMA agencies, or Pacific based organisations ▶ Share best practice ▶ Support the incorporation of gender equality language in job descriptions, and mainstream gender in TORs and criteria/budgets 	<ul style="list-style-type: none"> ▶ Solomon Islands National Gender Equality and Women's Development Policy 2016-2020 ▶ Ministry for social welfare, women and poverty alleviation, Fiji National Gender Policy ▶ Vanuatu National Gender Equality Policy 2015-2019 ▶ Samoa National Policy for Gender Equality 2016-2020 ▶ National Women's Empowerment and Gender Equality Tonga policy and strategic plan of action: 2019-2025 ▶ CARE internal policy resources - Domestic Violence policy and the PSEA educational video ▶ CARE GESI Organisational Capacity Assessment Tool 1
	<ul style="list-style-type: none"> ▶ Offer an analysis of existing policies and areas these could be strengthened 	<ul style="list-style-type: none"> ▶ Consider requesting and tasking technical support for example through RedR ▶ Develop a framework to determine how an organisation's policy measures up against best practice ▶ Provide recommendations to agencies on opportunities for improvement 	<ul style="list-style-type: none"> ▶ Australia Assists RedR deployment program
	<ul style="list-style-type: none"> ▶ Create and share simple tools to support policy development and implementation 	<ul style="list-style-type: none"> ▶ Consider requesting and tasking technical support for example through RedR ▶ Scope out best practice examples of policies and practices e.g. 'must-haves' in a policy, appropriate language ▶ Develop a template with the above information ▶ Socialise the tools 	<ul style="list-style-type: none"> ▶ Book 1: Introduction ▶ Book 2: I. Preparations and approval for assessment II. How to conduct the assessment III. Gathering the information IV. Analysing and interpreting findings ▶ Book 3: V. Making recommendations VI. Developing a Plan of Action Annexes ▶ IRC Gender Action Plan ▶ Save the Children US, Diversity, Equity and Inclusion Strategy
To support the implementation of diversity, inclusion and gender equality through improved processes	<ul style="list-style-type: none"> ▶ Offer an analysis of existing procedures and areas these could be strengthened 	<ul style="list-style-type: none"> ▶ Consider requesting and tasking technical support for example through RedR ▶ Develop a framework to determine how an organisation's process measures up against best practice ▶ Provide recommendations to agencies on opportunities for improvement 	<ul style="list-style-type: none"> ▶ Australia Assists RedR deployment program
	<ul style="list-style-type: none"> ▶ Promote approaches which integrate diversity, inclusion and gender into agency processes 	<ul style="list-style-type: none"> ▶ Using the guidance above, work with agencies to integrate gender, diversity and inclusion into policies ▶ Consider requesting and tasking technical support for example through RedR 	<ul style="list-style-type: none"> ▶ Tailoring Organisational Practices to achieve Gender Equality: A Best Practice Guide (Section on Achieving Gender Equality in Decision-Making through Promotion and Succession Planning Practices) ▶ Australia Assists RedR deployment program
	<ul style="list-style-type: none"> ▶ Support organisational succession planning 	<ul style="list-style-type: none"> ▶ Develop a template for succession planning (questions to ask, how to implement the plan) ▶ Develop a timeline for leaders to use (when to review) ▶ Share with agencies 	<ul style="list-style-type: none"> ▶ Australian Public Service Commission Succession planning templates

Strategic theme 3: Promote diversity and inclusion

Objective	Key Activity	Implementation steps	Example
To strengthen visibility of a diverse range of staff within PIEMA member	<ul style="list-style-type: none"> ▶ Identify and profile a diverse range of PIEMA member agencies staff in communications and publications such as newsletters 	<ul style="list-style-type: none"> ▶ Identify diverse, high-performing staff members ▶ Develop a profile template (journey, key successes/barriers, etc.), and use it to promote men and women on the SPC Facebook page and Twitter, the SPC newsletter, LinkedIn and at the PIEMA annual meeting 	<ul style="list-style-type: none"> ▶ Advisory Board for ‘Pacific Women Shaping Pacific Development’ ▶ Pacific Women’s Network
	<ul style="list-style-type: none"> ▶ Support increased attendance, participation and engagement of women at meetings, training and events 	<ul style="list-style-type: none"> ▶ Identify diverse, high-performing men and women ▶ Map out upcoming meetings, training and events (6–12 months in advance) ▶ Support diverse men and women to attend these initiatives 	
	<ul style="list-style-type: none"> ▶ Advocate for a diverse representation of PIEMA member agencies staff in regional meetings 	<ul style="list-style-type: none"> ▶ Map out other relevant regional meetings and events ▶ Identify a diverse range of men and women who can attend different regional meetings and events ▶ Incorporate principles and themes from this strategy in the regional Strategic Roadmap for Emergency Management 	<ul style="list-style-type: none"> ▶ Regional events for the Boe Declaration Action Plan
To support inclusive work place cultures in in PIEMA member agencies	<ul style="list-style-type: none"> ▶ Identify workplace diversity and inclusion training and support PIEMA member agencies to attend 	<ul style="list-style-type: none"> ▶ Scope existing D&I training to determine if appropriate for training (preference for Pacific based training) ▶ If not appropriate, work with training provider to develop diversity and inclusion workplace training ▶ Support staff from PIEMA agencies to attend the training 	<ul style="list-style-type: none"> ▶ Link into AHP NGO training ▶ Link into CAN DO Humanitarian training – gender module ▶ Uniting World’s Gender Equality Theology program
	<ul style="list-style-type: none"> ▶ Identify and profile best practice diverse and inclusive workplaces 	<ul style="list-style-type: none"> ▶ Identify inclusive workplace practices among PIEMA member agencies ▶ Develop an organisational profile template (journey, key successes/barriers, etc.) and use it to highlight inclusive workplaces in the PIEMA newsletter, on social media and at event presentations 	

EVALUATION FRAMEWORK

Strategic Theme 1: Build capability of a more diverse cohort of leaders

Objective: To increase leadership capacity to support diversity and inclusion		
Outcome	Indicator	Data source
Leaders better understand, and are able to implement, practices that support diversity and inclusion	<ul style="list-style-type: none"> • % of trained staff who report changing a workplace practice to improve diversity and inclusion • Stories from leaders about their journey of understanding and implementing diversity and inclusion measures 	<ul style="list-style-type: none"> • Training evaluations • Evaluation / survey
Output	Indicator	Data source
Leadership courses attended by PIEMA member agencies include diversity and inclusion modules	<ul style="list-style-type: none"> • Number of PIEMA staff undergoing leadership training that includes modules on diversity and inclusion 	<ul style="list-style-type: none"> • Participant survey
Best practice documents that support professional development planning are identified and shared	<ul style="list-style-type: none"> • Number of best practice documents identified and shared 	<ul style="list-style-type: none"> • Content delivery information • Participant list
Objective: To strengthen the capability and confidence of women staff in PIEMA agencies		
Outcome	Indicator	Data source
Women staff in PIEMA have increased capability and confidence	<ul style="list-style-type: none"> • % of women staff who report increased capability and confidence following training, network or mentoring support • % increase in the number of women being employed in senior leadership roles in agencies that have available statistics 	<ul style="list-style-type: none"> • Training evaluations / women network survey • Staff/employment data sets
Output	Indicator	Data source
Women attend women's leadership training	<ul style="list-style-type: none"> • Number of women who attend leadership trainings 	<ul style="list-style-type: none"> • Training information • Participant list
Space and time is provided to support women's network within the disaster management sector	<ul style="list-style-type: none"> • Number of times PIEMA facilitates meetings for women to network 	<ul style="list-style-type: none"> • Internal event details • Women network survey
Women engage in mentoring programs	<ul style="list-style-type: none"> • Number of women who engage in mentoring programs 	<ul style="list-style-type: none"> • Information shared • Request details

Strategic theme 2: Strengthen policy environment to support diversity and inclusion

Objective: To support PIEMA agencies to develop or strengthen diversity, inclusion and gender equality policies		
Outcome	Indicator	Data source
The policy environment for gender, diversity and inclusion is strengthened	<ul style="list-style-type: none"> Number of agencies that have new/improved policies on gender, diversity and inclusion Stories of how policies have been applied or used to improve diversity and inclusion in the workplace 	<ul style="list-style-type: none"> Data request Survey Evaluation / survey
Output	Indicator	Data source
Best practice policies are identified and shared	<ul style="list-style-type: none"> Number of agencies accessing resources and best practice documents to strengthen their policies 	<ul style="list-style-type: none"> Request details Tracking requests
Analysis of existing policies as requested by member agencies	<ul style="list-style-type: none"> Number of agencies requesting, and acting upon recommendations from, a PIEMA analysis of existing policies 	
Create and share simple tools to support policy development and implementation	<ul style="list-style-type: none"> Number of agencies using tools provided by PIEMA to strengthen policy development or implementation 	<ul style="list-style-type: none"> Request details Tracking requests
Objective: To support the implementation of diversity, inclusion and gender equality through improved processes		
Outcome	Indicator	Data source
Improved processes support diversity, inclusion and gender equality	<ul style="list-style-type: none"> Number of agencies that have new/ improved processes to support diversity, inclusion and gender equality 	<ul style="list-style-type: none"> Data request Survey
Output	Indicator	Data source
Analysis of existing processes as requested by member agencies	<ul style="list-style-type: none"> Number of agencies requesting, and acting upon recommendations from, a PIEMA analysis of existing processes 	
Support to agency processes	<ul style="list-style-type: none"> Number of processes developed, changed or updated 	<ul style="list-style-type: none"> PIEMA member agency
Support on organisational succession planning	<ul style="list-style-type: none"> Stories of strengthened organisational succession planning including consideration of diversity and inclusion 	<ul style="list-style-type: none"> Evaluation / survey

Strategic theme 3: Promote diversity and inclusion

Objective: To strengthen visibility of a diverse range of staff within PIEMA member agencies		
Outcome	Indicator	Data source
Diversity and inclusion are visible and promoted	<ul style="list-style-type: none"> PIEMA agency staff feel positive about diversity and inclusion conversations and can name examples of how it improves agency effectiveness 	<ul style="list-style-type: none"> Evaluation / survey
Output	Indicator	Data source
Diverse staff members are identified and profiled	<ul style="list-style-type: none"> Number of profiles shared each year 	<ul style="list-style-type: none"> Internal information Social media statistics, meeting/event participants
More women are invited and supported to attend PIEMA meetings, training and events	<ul style="list-style-type: none"> % women presenters/panellists who are women 	<ul style="list-style-type: none"> Participant list
A diverse group of PIEMA member agency staff are involved in the regional meetings	<ul style="list-style-type: none"> % of participants (from PIEMA agencies) who are women at regional meetings such as the Boe Declaration Action Plan meetings 	<ul style="list-style-type: none"> Participant lists
Objective: To support inclusive work place cultures in in PIEMA member agencies		
Outcome	Indicator	Data source
Workplace culture in PIEMA member agencies is inclusive	<ul style="list-style-type: none"> PIEMA agency staff feel valued and respected regardless of their diverse backgrounds 	<ul style="list-style-type: none"> Evaluation / survey
Output	Indicator	Data source
PIEMA member agencies attend workplace diversity and inclusion training	<ul style="list-style-type: none"> Number of PIEMA member agencies who complete a training specifically on work place inclusive culture 	<ul style="list-style-type: none"> Participant lists
Identify and profile best practice diverse and inclusive workplaces	<ul style="list-style-type: none"> Number of profiles shared each year 	<ul style="list-style-type: none"> Internal information Social media statistics, meeting/event participants

