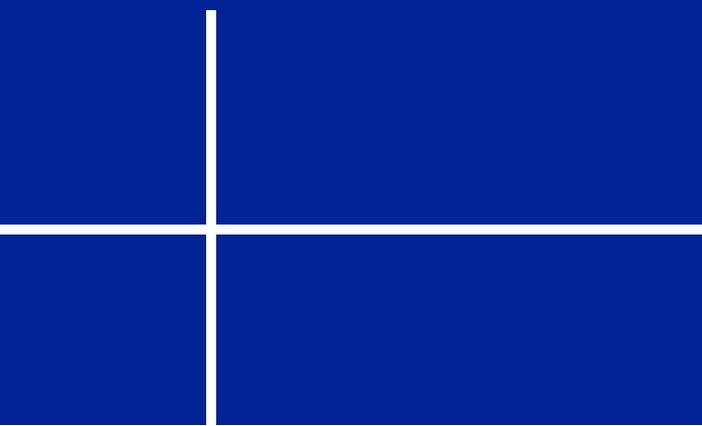




**HOW TO INCREASE THE  
REPRESENTATION OF WOMEN  
IN CIVILIAN CSDP MISSIONS:  
COMPILATION OF  
EXPERIENCES AND GOOD  
PRACTICES**



**EUROPEAN CENTRE OF EXCELLENCE  
FOR CIVILIAN CRISIS  
MANAGEMENT**

## INTRODUCTION

As part of its efforts to strengthen EU capacity to deploy civilian crisis management missions, **European Union Member States are committed to actively promoting an increase in the representation of women among international experts at all levels of civilian CSDP missions**, based on increased national contributions and in line with agreed EU and international policies and guidelines including the UNSCR 1325 on Women, Peace and Security and subsequent resolutions.

Member States set up an informal working group, a Cluster, to come together to share experiences, good practices but also challenges in striving for equal representation of women and men in civilian CSDP missions. In 2021 the Cluster, led by Finland and Spain and supported by the European Centre of Excellence for Civilian Crisis Management, organised a series of virtual workshops where Member States and EU institutions presented **examples of national and EU policies and practices to ensure equal opportunities for women and men seconded to in civilian CSDP missions and to improve gender balance.**

**This compilation of recommendations and actions is an outcome of those workshops.**





## RECRUITMENT AND SELECTION



1

### **Develop data collection and human resources analysis to identify and remove existing barriers that hinder especially women from applying or being selected into civilian missions**

- Systematize sex-disaggregated data collection of personnel at the national level to create a better understanding of existing gaps and challenges in the recruitment and selection process.
- Widen the data collection and analysis from personnel to candidates.
- Strengthen CPCC expertise and capacity in statistics to develop data collection methods and analysis and to enhance common approaches to data collections and analysis among Member States and CPCC.

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### **Widen the pool of women experts as potential candidates**

- Actively reach out to attract new candidates from different age groups.
- Use external communications/social media campaigns to extend reach-out to potential new candidates.
- Use targeted advertising of open positions.
- Review the language used in vacancy announcements to analyse unconscious biases in the text and change the wording from gendered into gender neutral.
- Use CSDP training courses as a means to find new potential women candidates when selecting or sending participants for training courses, for example by reviewing the selection criteria for the training courses to avoid unconscious bias.



## RECRUITMENT AND SELECTION



### 3

#### Identify and remove barriers in selection processes

- Require balanced selection panels consisting of both women and men by having a policy/regulation in place.
- Require and provide training on gender equality for all staff.
- Specific training on unconscious bias should be offered for all staff, but especially for Human Resources personnel and managers at seconding authorities who take part in interview panels.

### 4

#### Support women candidates

- Offer support for women candidates to prepare for the recruitment process. Studies show that women are more hesitant to apply despite being qualified.
- Analyse and learn from previous selection processes where the candidates had not been selected to improve preparation of candidates for interviews.
- In the planning of the deployment, acknowledge the impact of the deployment on the secondee's family and include the family in the preparation and communication before deployment.
- Actively promote and support the candidacy and selection of women to leadership positions.



## RETENTION AND DEPLOYMENT



5

### Take action to foster redeployment

- Collect experiences from all returning experts systematically e.g. through surveys or interviews to learn reasons for return. Analyse possible differences in the results between women and men to inform possible redeployment incentives.
- Proactively identify suitable women candidates and encourage them to apply and put them forward for higher positions than on their previous deployments.
- Keep women experts informed and engaged after their deployment through networks, mailing lists, rosters or other channels.

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### Support Missions' capacities to retain seconded personnel

- Find ways for example through talent spotting and women's mentoring programme to encourage women to pursue positions, including more senior and management positions, in civilian CSDP.
- Take measures at national level and support Missions to ensure conducive working environment for all personnel.
- Eradicate sexual harassment and all other forms of sexual and gender-based violence within missions.
- Conduct or commission studies to understand the new challenges and impacts of the pandemic on the work-life balance of women and men in civilian CSDP missions.



## NATIONAL POLICIES AND STRATEGIES



7

### Make political commitments to increase women's representation

- Consider setting a quantitative target for women's representation. Setting a numeral or percentage target helps make political commitment concrete, measurable and communicable.
- Support quantitative target setting with adequate human resources analysis to avoid inadvertently increasing gender imbalance between job categories and other unintended consequences when only aiming at higher numbers.
- Establish a commission on gender equality and non-discrimination within the national police service.

8

### Integrate Women, Peace and Security agenda into Compact implementation

- Link measures to implement Compact commitments regarding gender mainstreaming and increasing women's participation within the national system with 1325 National Action Plan preparation and monitoring structures and processes.
- Adopt gender-sensitive recruitment strategies and use measures from national equality policies or strategies.

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### Encourage more Member States to take proactive measures to select and second more women experts into civilian missions

- Participate in Cluster 5 work to share experiences and good practices.
- Reach out directly to an individual Member State or the European Centre of Excellence for Civilian Crisis Management (CoE) for bilateral exchange.



### **What is Cluster 5?**

An informal working group of EU Member States set up to enhance the implementation of the Civilian CSDP Compact (2018) commitments on promoting an increase in the representation of women among international experts at all levels of civilian CSDP missions. Cluster 5, led by Finland and Spain, offers a forum for Member States to share experiences, good practices and challenges.

### **How can the CoE support you?**

The European Centre of Excellence for Civilian Crisis Management (CoE) supports its members (currently 21 EU Member States) in building up their capabilities to make civilian EU Common Security and Defence Policy (CSDP) stronger. The CoE facilitates exchange of good practices and offers tailored expert advice.

The CoE supports the chairs of Cluster 5. It has also established a mentoring network for women, and stands ready to support its members in their efforts to increase representation of women at all levels in civilian CSDP missions.

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