

# ***How to Increase Women's Participation in Civilian Crisis Management Missions***

16 September 2020

**European Centre of Excellence for Civilian Crisis Management (CoE)**

## Summary report

Launching its operational activities, the European Centre of Excellence for Civilian Crisis Management (CoE) organised a workshop 'How to Increase Women's Participation in Civilian Crisis Management Missions' on 16 September 2020. The hybrid event took place at the CoE premises and online bringing together about 50 practitioners, policymakers, researchers and other experts in gender, human resources, management and training in civilian CSDP.

The workshop highlighted one of the focus areas of the CoE: to support its Member States and EU structures in actively promoting an increase in the representation of women among international experts at all levels of civilian CSDP missions, as outlined in Commitment 16 of the Civilian CSDP Compact.

Building on the findings of a Joint EU-UN Workshop on Promoting Women's Meaningful Participation in Peace Operations, Crisis Management and Peace Processes (November 2019), the Baseline Study of the Elsie Initiative for Women in Peace (July 2018) and other research, the aim of the workshop was to explore structural, social or institutional barriers for women's representation in civilian CSDP missions and to propose ways to challenge and remove such barriers.

Speakers at the opening session placed the topic into a broader context, emphasizing the continuing importance of the UN Security Council Resolution 1325(2000) on women, peace and security and welcoming the UN SCR 2538(2020) on women in peacekeeping. The impact of the Covid-19 pandemic on women's participation in missions, and the specific challenges missions have been confronted with by the pandemic, such as reducing or suspending operational activities and repatriating personnel, were raised during the day. But the crisis was also perceived as offering chances to assess existing procedures and preparedness to adapt to such unforeseen crisis situations.

Women's participation was essentially seen as an issue of gender equality. That means that women's equal right to serve on international missions require a holistic

and multi-dimensional approach and a strategy to mainstream gender equality. Speakers emphasised that a lack of gender balance should be understood as an institutional challenge and not as a women's issue.

Referring to the EU context, speakers highlighted the existing gap between policy and practice, and noted that while policies were in place, a lot remains to be done: To become more credible and more effective as important tool for European foreign policy, Civilian CSDP missions have to be diverse and inclusive.

It was noted that 1,5 years into implementation of the Civilian CSDP Compact, there was an increase in the number of seconded staff – but not in the number of women. International seconded and contracted women represent about 24% of missions staff. While the overall percentage has remained relatively stable in recent years, the differences between missions vary from 15% of women in EULEX Kosovo to nearly 40% in EUPOL COPPS.

When discussing the need to increase women's participation, it is essential to look behind the numbers and analyse in which positions and functions women in missions work. Several participants underscored the fact that there are currently no women as Heads of Mission in any of the eleven civilian CSDP missions – in 2015 half of the missions were led by a woman. Also, in 2019, only 25% of Deputy Heads of Missions and Chiefs of Staff were women. One of the challenges continues to be the gendered patterns of positions – for example women are under-represented in operations (8%) and security (15%).

Mandates of missions were seen as having an impact on the level of female representation. A mission with a rule of law mandate is shown to have a comparatively higher percentage of women among justice personnel (e.g. legal advisers and prosecutors) whereas a mandate focusing on police tasks tends to have a lower percentage of women in operational positions. The EU Police and Rule of Law Mission for the Palestinian Territory (EUPOL COPPS), which has a security sector reform mandate and women making up 28% of the operational staff, and EUCAP Somalia with a very specialised mandate to build capacity of maritime civilian law enforcement with 9% of the operational staff being women, were cited as examples.

The importance of creating an enabling work- and living-environment (i.e. in case mission members live in a compound) in missions was considered an important factor for recruitment and retention of women. In this context, the importance of gender-responsive leadership was underlined, as leaders play a crucial role in setting the tone and atmosphere of the mission, for instance when it comes to preventing and addressing sexual harassment.

Experiences in recruitment, career paths, communication culture and other aspects of a mission environment were further topics discussed in working groups. Recommendations focused on concrete and actionable measures and in many of them participants could envision a role for the CoE to play.

## Recommendations

### Recruitment and retention

- Integrate a gendered perspective into the on-going national Compact implementation that is currently being taken forward in informal clusters chaired by volunteering EU Member States.
- Establish a separate cluster in the context of the Civilian CSDP Compact to discuss specific issues involving women's equal participation in missions at all levels.
- Map recruitment procedures and practices, such as pre-selection criteria and interview structures, in seconding countries with a gender perspective from pre-selection to deployment.
- Review recruitment processes and job descriptions of senior management positions with a gender lens, especially those of heads of mission to ensure they are gender inclusive. Assess, for example, required competences and expectations for leadership qualities, qualifications of professional experience and skills, including soft skills.
- Collect more detailed data and conduct targeted analyses on personnel figures at all levels (national, EU and mission-level) to inform the developments against the commitments, to provide a basis for gender-responsive planning and decision-making, and to help avoid reinforcing patterns of gendered positions.

### Career development, overcoming barriers

- Continue to identify and overcome barriers at all levels by for example producing barrier studies specifically focusing on civilian CSDP missions, based on DCAF methodology and with a view to its ten identified barriers. There is a need for more data and research to consider taking forward ideas such as family postings. DCAF or other actors such as the CoE could support or conduct such studies.
- Assess the internal working environment for women: For example, evaluate living conditions in compounds and work climate i.a. through conducting working climate surveys or exit surveys with (not only female) mission members. Such assessments could be carried out by independent third parties and could benefit e.g. leadership training to become more gender responsive.
- Map the impending retirement of senior female officers in member states to identify a potential pool of candidates for senior mission roles – thus turning a demographic challenge into an opportunity. While women as a percentage of senior retirees in each Member State may be small, their absolute numbers would be more than sufficient to make a significant and positive difference to percentage representation of women in key positions on CSDP missions.
- Develop tailored approaches to recruit experienced women for senior positions; facilitate the exchange of good practices such as using talent spotting or expert pools between member states

### Training and mentoring

- Explore possibilities to establish a women's mentoring programme, learn from existing programmes such as the OSCE's women's mentoring programme.
- Develop measures to reach out to young women who are early in their careers about job opportunities in missions and provide support in the recruitment process. Studies show that women are more likely to apply for a job when they meet 100% of the qualifications of the job announcement whereas men are ready to do that when meeting only 60% of those.
- Ensure mandatory gender awareness training at all levels, including for senior management staff.



EUROPEAN CENTRE  
OF EXCELLENCE  
FOR CIVILIAN  
CRISIS MANAGEMENT

## **Déroulé**

### **Workshop**

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## **AT A GLANCE**

0915-1045 – Welcome and Introductory Addresses with moderated Q&A: Landscape and Horizons

1045-1100 – Break

1100-1230 – Keynote Panel and Moderated Q&A:

How to Increase Women’s Participation in Missions

1230-1330 – Break

1330-1345 – Introduction to Afternoon Breakthrough Sessions

1350-1450 – Breakthrough Session 1 – Experiences

1455-1540 – Plenary Report Back 1

1540-1600 – Break

1600-1650 – Breakthrough Session 2 – Expectations

1655-1730 – Plenary report back 2

1730-1745 – Wrap up

## **DETAILED AGENDA**

### **09:15 – 10:45 Welcome and Introductory Addresses – Landscape and Horizons**

Welcome address from CoE Director Volker Jacoby setting the tone, introducing the Centre and its priorities, introducing the moderator and the team, and explaining how the workshop will take place.

#### Introductory addresses

- Introduction of speakers by moderator Florence Gaub – Deputy Director, EUISS
- Ambassador Mara Marinaki – Principal Advisor for Gender Issues and UNSCR 1325, EEAS
- Cristina Gallach Figueras – Secretary of State for Foreign Affairs and for Ibero-America and the Caribbean, Spain
- Joanneke Balffoort – Director SECDEFPOL, EEAS
- Birgit Loeser – Acting CivOpsCdr, EEAS

Discussion between panelists, Q&A moderated by Florence Gaub

**--- Break ---**

### **11:00 – 12:30 Keynote Panel – How to Increase Women’s Participation in Missions**

- Presentation of keynote speakers by moderator Florence Gaub
- Keynote speaker Hannah Neumann – MEP, Germany
- Keynote speaker Callum Watson – Project Coordinator, Gender and Security Division, DCAF
- Keynote speaker Lina Andéer – Adviser on Gender and WPS to the CivOpsCdr, CPCC EEAS
- Keynote speaker Katja Dominik – Acting Head of Mission, EUPOL COPPS

Discussion between panelists, Q&A moderated by Florence Gaub

**--- Break (1 hr) ---**

### **13:30 – 13:45 Introduction to Afternoon Breakthrough Session**

Volker Jacoby on substance, form, and moderators of the afternoon sessions.

- Moderators (Lina And er, Hanneke Brouwer, Taina J rvinen, Benjamin Tallis) will join their respective online breakthrough groups.

### **13:50 – 14:50 Breakthrough Session 1 – Experiences**

The participants will separate into four breakthrough groups to identify key aspects of the experience of recruitment for and working on missions that either show:

- how structural, social, or institutional barriers to women's meaningful and equitable participation in civilian CSDP manifest themselves, and
- how such barriers can be or have been overcome at national, EU- or Mission-level



The discussions in this session should be informed by the findings of existing studies and the groups may discuss issues including the following and ***identify action points in each case***:

- training and preparedness, including gender awareness (of women and men recruiting for and working on missions)
- Enabling environment, mission working culture, organisation, disciplinary processes, codes of conduct and mission atmosphere
- modes of communication and the communication culture of CSDP, gender-sensitive communication
- differences and similarities in outreach and communication toward seconded uniformed personnel, seconded civilians, and contracted personnel/consultants.

### **14:55 – 15:40 Plenary Report Back from Session 1 and Discussion**

- Moderated by Florence Gaub

**--- Break ---**

### **16:00 – 16:50 Breakthrough Session 2 - Expectations**

The participants will separate into four breakthrough groups to identify:

- how individual and institutional expectations can create barriers to women's participation
- how these expectations can be challenged and changed where necessary to increase women's meaningful participation in missions, especially in operational or leadership roles.

Drawing on the experiences discussed in Breakthrough Session 1 as well as on existing studies, the groups will discuss issues including the following and ***identify action points in each case***:

- how the institutional expectations for missions and for CSDP frustrate or can facilitate women's representation in missions – and how is this reflected in the CSDP Compact National Implementation Plans (NIPs)
- how individual and institutional expectations regarding career paths, family and social life can be integrated into systems and cultures that encourage women's participation in missions, especially in leading roles
- what the skills, qualities, levels of experience, attitudes and aptitudes are that would make missions work better, including for women, and which would help CSDP deliver on its goals.
- what we should expect from and for women in Civilian CSDP.

### **16:55 – 17:30 Plenary Report Back from Session 2 and Discussion**

- Moderated by Florence Gaub

### **17:30 – 17:45 Wrap Up and Close**