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[Signature]

Uniformed Gender Parity Strategy 2018 – 2028

Department of Peace Operations,

United Nations, New York

UNIFORMED GENDER PARITY STRATEGY

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OBJECTIVE

1. To ensure that the uniformed component of United Nations peacekeeping is diverse and inclusive of women, reflecting the communities the United Nations serves.

BACKGROUND

2. The Secretary-General attaches the greatest importance to increase the participation of uniformed women in peacekeeping, as set out in his system-wide Gender Parity Strategy. This builds on the work established by the mandates of UNSC Resolution 1325 on Women, Peace and Security, and the seven successive resolutions, which recognize the importance of women's participation in peace operations. To this end, over recent years, the UN has set successive targets: in 2015, UNSC Resolution 2242, for example, called for doubling the number of women in uniformed components by 2020. This Uniformed Gender Parity Strategy sets out the targets for women in peacekeeping and outlines how DPO¹ plans to meet those goals.

CONTEXT AND SCOPE

3. This Strategy applies to seconded uniformed personnel at Headquarters and in the field. It also applies to seconded justice personnel, who are civilian/non-uniformed, but are closely related to uniformed personnel due to their legal status and similarities in the way officers are nominated, selected, deployed and repatriated. This strategy was requested by the Secretary-General in the context of his Gender Parity Strategy which applies to all staff, and for which there are separate implementation plans for civilian staff in entities at Headquarters and the field.

CONSULTATION

4. The Uniformed Strategy has been consulted with the military, police, and justice and corrections components, EOSG and UN Women. Consultations with Troop and Police Contributing Countries are ongoing.

¹ This strategy covers the period 2018-2028. Where there are references to 2018, DPO should be understood to mean DPKO- the Department of Peacekeeping Operations.

CHALLENGES IDENTIFIED

5. Only around 5% of all uniformed Military, Police and Justice and Corrections Service personnel are female. This has not significantly changed in recent years. There are many causes for this imbalance, including external challenges stemming from policies and practices of Member States, as well as internal challenges within the UN Secretariat's control.

External

6. DPO has consulted widely with contributing Member States and female uniformed personnel in the field to understand some of the external challenges, as follows¹:
 - a. Women are not aware of the employment opportunities with the UN and there is a lack of women role models.
 - b. Women report that some Member States restrict deployment opportunities to male members through implicit or explicit gender bias.
 - c. A lack of family-friendly policies within Member States, and the likelihood for most uniformed personnel to be deployed for 12 months without the opportunity to travel to visit their families.
 - d. A lack of training and self-development opportunities for women, including participation in Military Staff Colleges, Police Academies and UN-related courses, to meet qualification pre-requisites for UN deployments.
 - e. Military components are largely composed of combat-related capabilities; while police components are largely composed of police with public order management or other operational policing experience. For some TCCs/PCCs these positions are only available to men, and/or women have only recently joined.
 - f. Some Member States do not have sufficient women available or prepared to deploy.
 - g. The role of seconded corrections officers in some missions is shifting from an advisory/mentoring role to an operational one which is largely held by male officers in many Member States which reduces the pool.
 - h. Gendered perceptions of the role of women which mean they are excluded from taking part in national selection processes for peacekeeping (e.g. perception that women should be at home with the family).
 - i. Personal circumstances mean some women choose not to volunteer to deploy due to the length of deployment, age of their dependents, or other personal responsibilities.

¹ Sources: Uniformed staff including MILADs from Member States; women military officers attending the UN Women's Female Military Officers Course; focus group meetings with women police peacekeepers during a field visit to UNMIL and UNMIT; a survey with UN police components in 2009, as well as women police representatives in the UN delegations to the conferences of the International Association of Women Police (IAWP) from 2009 to 2015

Internal

7. DPO itself also faces internal barriers and challenges to increasing the number of uniformed women in peacekeeping operations. Some of these are straightforward to address internally, others have multiple stakeholders who need to be consulted:
 - a. Proposed reductions in funding, including in Mission Subsistence Allowance, make field deployments less attractive for all individual uniformed members, and particularly for women, who may require more secure accommodation or additional protective equipment when working independently in the field.
 - b. UN prerequisites and job descriptions can include unnecessary qualifications or unconsciously gender-biased wording that limit applications from and deployment of women.
 - c. Women may be worried about being isolated and vulnerable to sexual harassment and exploitation when deployed.
 - d. Field missions may not provide adequate security, accommodation and facilities to women.

STATUS AND TARGETS FOR WOMEN IN PEACEKEEPING

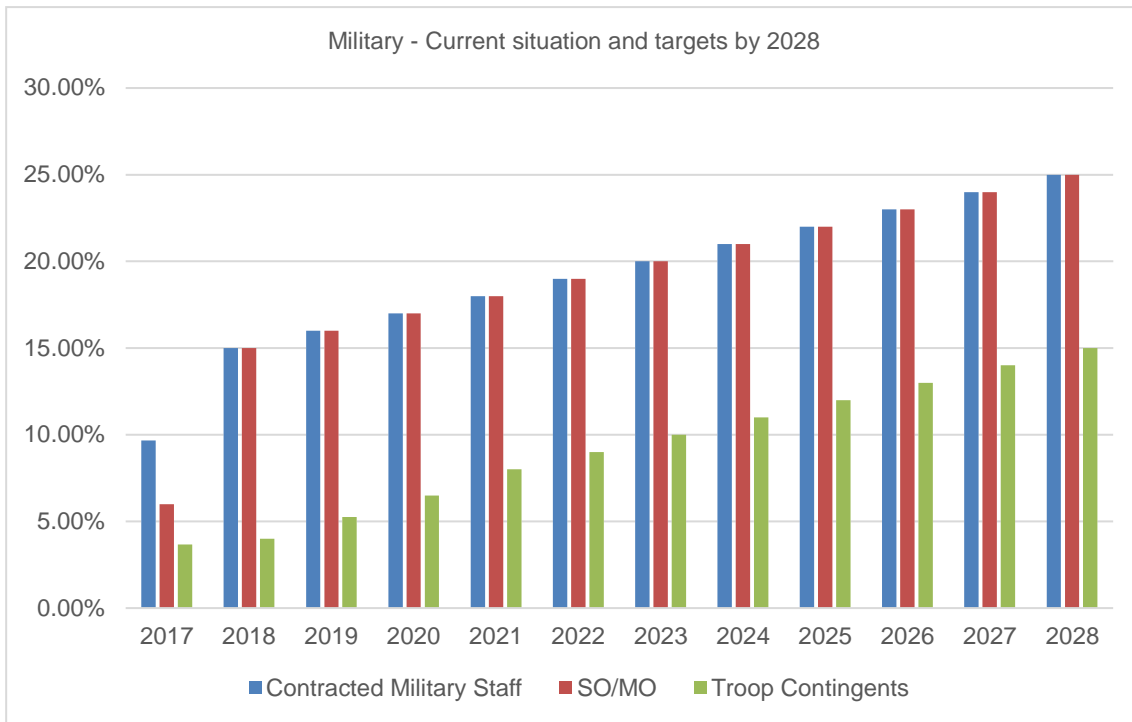
8. This Strategy seeks to increase representation of women in UN peacekeeping operations in a sustainable manner, taking into account the turnover of uniformed personnel and the UN's dependency on member states to increase the number of women in their national military, police and justice and corrections services. Owing to the challenges outlined above, it may also take longer for some of the categories of personnel to reach the targets – e.g. it may be more challenging for nationally deployed contingents than for contracted professional posts in HQ and missions. The military, police, and justice and corrections components each have strategies and targets based on the size of their components, the nature of their mandate and their particular circumstances.

Military Component

9. **Status of Women Military Personnel:** The number of military women serving in the UN, both in missions and in headquarters, has remained low since 2010. As of January 2018², women made up 9.67% of the military members contracted in the Office of Military Affairs (OMA), UNHQ. Women Military Observers (MOs) and Staff Officers (SOs) made up 8.2% of the work force in January 2018. The number of women serving in contingents remains extremely low – 3.9% of the 76,677-strong force³. Women officers are also under-represented in senior contracted posts, at under 1%– although the first female Force Commander was deployed to UNFICYP in 2016 and UNTSO and UNFICYP currently have a woman head of mission, in line with the SG's commitment in the Gender Parity Strategy to increase women at senior levels throughout the Organization.
10. **Targets:** The OMA goal is to reach to reach 25% by 2028 (i.e. an additional 1% per year). In line with UNSCR 2242, OMA also plans to double the number of women in uniformed components overall by 2020. While it will be more difficult to address the situation within contingent troops, OMA has set a goal of 15% women by 2028. The following tables illustrate the projected timelines.

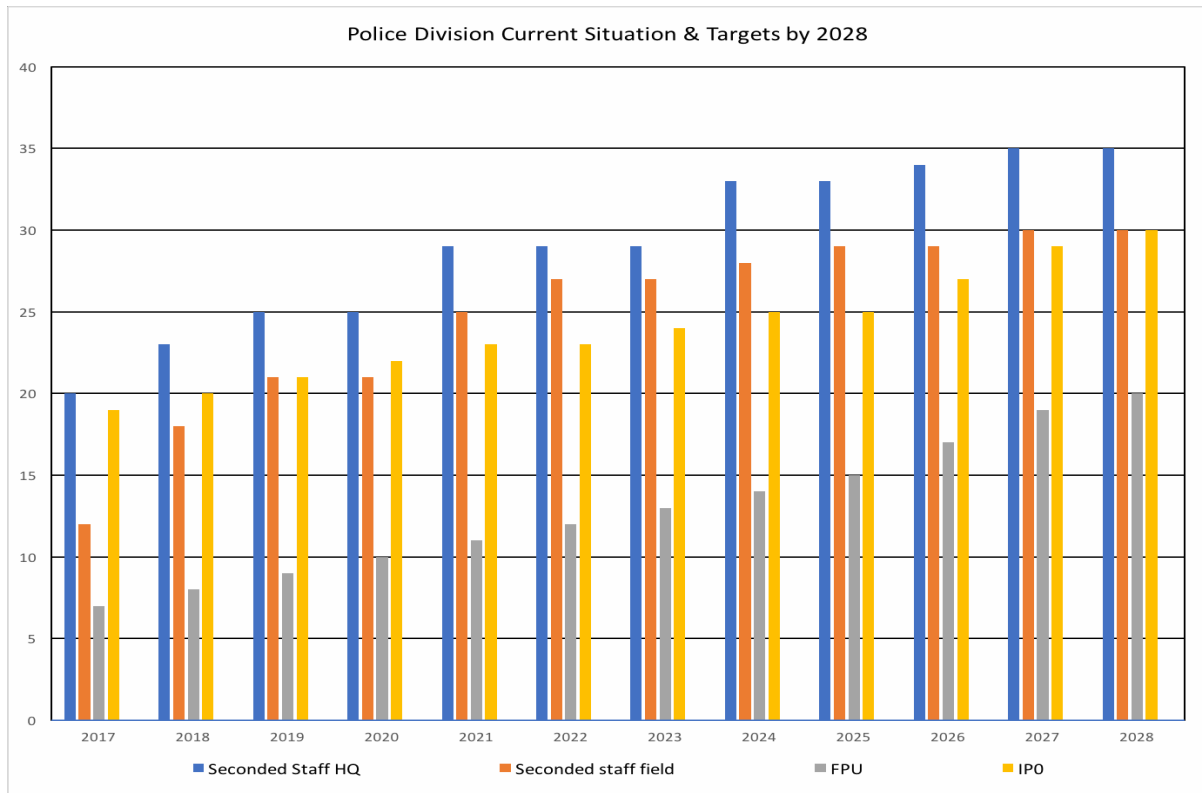
² This strategy covers the period 2018-2028. The 2018 figures are provided to illustrate the situation being tackled. Updated figures will be provided in the context of reporting against the targets.

³ Source: UN - Summary of Troop Contributions to UN Peacekeeping Operations by Mission, Post and Gender. Nov 2018



Police component

11. **Status of Women Police Personnel:** In January 2018, women police officers represented 7% of the Formed Police Units (FPU's) and 20 % of the Individual Police Officers, a combined average of 10.5%. In leadership positions, 29% (4 of 14) heads of police components (P5 to D2) were women and there were 21% women in contracted seconded staff across headquarters and 16% in the field (P3-D2).
12. **Targets:** The PD goal is to reach 30% women in seconded contracted professional posts in UNHQ and 25% in field missions by 2025; and to reach 30% in field missions and 35 % in UNHQ by 2028. In line with UNSCR 2242, PD plans to double the number of women in police components overall with the goal of 15% female officers within FPUs by 2025 and 20 % by 2028 and to reach 25% female officers within IPOs by 2025 and 30% by 2028. The following graphic illustrates the projected timelines.



Justice and Corrections

- 13. **Status of Women Justice and Corrections Personnel:** The Justice and Corrections Service at UNHQ has one seconded post. At the field level, all heads of justice and corrections components are civilians and secondment is used only to populate government-provided personnel (GPP) posts. Since 2013, the gender ratio of justice and corrections GPP was around 32%. Given the low number of authorized GPP posts across peace operations (approximately 390 posts in 2017), the rotation of a small number of personnel can have significant impact on the overall ratio.
- 14. The change over the last two years in the nature of activities undertaken by many corrections GPP from the traditional advisory and mentoring role to operational prison security, has resulted in a reduction of the number of women corrections officers deployed to UN peace operations to 25% in 2017.
- 15. **Targets:** To prevent the gender ratio from decreasing further, JCS will consistently employ active measures including outreach and sensitization campaigns. JSC will adopt and expand such measures to ensure that gender representation of at least 30% by 2022 is both achieved and sustained.

Targets for the Justice and Corrections Service - 30% by 2022

Level	December 2017				Total females per year				
	Women	Men	Total	% women	2018	2019	2020	2021	2022
GPP	76	226	302	25%	25%	26%	27%	29%	30%

ACTION TO REACH TARGETS

16. To meet these targets the uniformed components will take action in the following areas
- a. **Creating an enabling environment**
 - b. **Recruitment and training**
 - c. **Communications and outreach**
 - d. **Leadership and accountability**

CREATING AN ENABLING ENVIRONMENT

17. The following measures aim to create an enabling environment for uniformed women personnel at both HQ and in the field. These and additional measures to be specified in the missions' strategy implementation plans will be promoted by senior leadership, to foster an inclusive and gender-sensitive environment. Efforts to create an enabling environment underpin all other efforts to meaningfully engage uniformed women in peacekeeping.

Tier I: Actions currently being implemented

- a. Regular meetings between military, police, justice and corrections senior leadership and women officers in HQ and Missions;
- b. Provide clear and updated information on mechanisms to report and address instances of sexual harassment and ensure awareness of existing guidance in HQ and Missions;
- c. Ensure uniformed women officers' focal points are available to provide advice on women specific concerns.

Tier II: Actions to be implemented by June 2020

- a. Develop and implement strategies and actions to prevent sexual and other harassment within the military and police components in HQ and Missions;
- b. Introduce mentorship programmes by P5 and above officers for women officers in HQ and Missions;
- c. Facilitate the creation of uniformed women networks at the Mission level to empower women officers and to act as a liaison for their concerns to senior Mission leadership;
- d. Co-locate at least two women uniformed officers in Mission team sites where possible.

Tier III: Actions that require additional resources

- a. Assess and improve camp accommodation conditions to meet the needs of women, including the option of establishing "women-only" sections of military, police and civilian UN camps or in private compounds in Missions.
- b. Mandatory staff engagement surveys and exit questionnaires and/or interviews will be conducted in line with commitment to the SG's system-wide Gender Parity Strategy.

RECRUITMENT AND TRAINING

Military component

Tier I: Actions currently being implemented

Contracted Military Officers Including UNHQ

- a. OMA will consistently fill contracted military positions with a woman from the recommended list as long as their qualifications are equal or superior to the other candidates;
- b. HQ and field components shall prioritize women officers with equal or superior qualifications and performance when considering the extension of personnel;
- c. A pipeline for Senior Women Military Officers will be initiated in coordination with UN Women to establish a roster of senior women officers who are able to deploy to P4 and above military appointments.

Military Observers and Staff Officers serving in Missions

- a. Women SOs and MOs may serve for 6 months (instead of 12) at no additional expense to the Member State if they have young families (children under the age of 7);
- b. Women Warrant Officers and Lieutenants with 8 years of experience may be nominated for SO and MO posts. SO and MO positions will be reallocated to TCCs that are able to fill them with women;
- c. OMA will facilitate women officers attending UN and UN Women funded MO and SO courses. Notes Verbales to Member States will specify that they are requested to deploy women graduates within six months of completing the course.

Troop Contingent Personnel

- a. Statements of Unit Requirement now request an Engagement Team (ET) with at least 50 per cent women as part of each Infantry Battalion. As of 01 Jan 2021, ETs will be compulsory for each contingent, and TCCs will not be able to deploy without them.

Tier II: Actions to be implemented by June 2020

Contracted Military Officers Including UNHQ

- a. Update OMA recruitment processes and procedures to ensure gender sensitive recruitment procedures;
- b. Where possible, contracts will be timed to match the school year.

Troop Contingent Personnel

- a. Women to receive increased access to UN-related training;
- b. Training for women to be deployed as ET members.

Tier III: Actions that require additional resources

Troop Contingent Personnel

- a. Mobile Mentoring and Training Teams to accompany ETs during pre-deployment training.

Tier IV: Longer-term actions

Troop Contingent Personnel

- a. Prioritize, where appropriate, TCCs who show improvements in female inclusion in peacekeeping force. This will require three to five years for TCCs to have the opportunity to increase the available trained, equipped and experienced women in their national militaries before introducing this measure.

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Police Component

Tier I: Actions currently being implemented

- a. PD will consistently fill positions with a woman from the recommended list as long as their qualifications are equal or superior to the other candidates;
- b. A second review of female candidates to ensure their extension or non-extension at Headquarters is clearly evidenced on the grounds of performance and operational need;
- c. Instruct field components to prioritize women officers with equal or superior qualifications and performance when considering the recruitment and extension of personnel;
- d. Prioritization of the deployment of gender-integrated FPUs in line with the DPKO/DFS Policy on Formed Police Units in United Nations Peacekeeping Operation (Ref. 2016.10);
- e. Priority deployment for individual female police officers (i) who have been cleared through the Assistance in Mission Service (AMS) from PCCs; (ii) who have ended their assignments within two years from a UN peace operation;
- f. Continue the analytical study of the recruitment, assignments and extensions of contracted professional female officers to identify factors that may help determine success or failure at each stage of these processes and to ensure female staff are not unduly discriminated against owing to overt or unconscious bias;
- g. Delivery of regional Female Senior Police Officer Command Development Courses and establishment of the UNPOL Female Command Cadre - a talent pipeline for senior command officers particularly for P5 to D2 professional posts;
- h. Delivery of all-female preparatory training for the AMS - Selection Assessment and Assistance Team (SAAT) test in PCCs;
- i. Development of a specific strategy within field missions to sensitize both IPOs and FPU personnel on gender mainstreaming, as well as reviewing staff recruitment and retention practices including appraisal and extension requests;
- j. Inclusion of female representation as one of the requirements in the Statement of Unit Requirements for FPUs;
- k. Training on overt and unconscious gender bias based on the UNPOL Gender Toolkit to be given to PD staff, particularly those involved in recruitment and selection boards;
- l. Revise outreach and reporting materials to indicate the gender ratio of contributions and the number of female officers required to reach targets.

Tier II: Actions to be implemented by June 2020

- a. Revision of the SOP for the assessment of individual police officers (IPOs) (Ref. 2011.18) to include strengthened language on a clear requirement of 20% female officers;
- b. Revision of the SOP for the assessment of capability of formed police units (Ref. 2017.9) to include strengthened language on a clear requirement for FPUs to have the equivalent of a minimum of one tactical sub-unit (platoon) composed of female police officers integrated across all the sub-units including at the command level;
- c. Discuss actively with Member States the possibility to include an option to not accept nominations which contain only male candidates.

Tier III: Actions that require additional resources

- a. Delivery of FPU training-of-trainers regional courses for female officers.
- b. Analysis of the UN police criteria and recruitment procedures to ensure gender responsiveness.

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- c. Partnership with UN Women to provide support to PCCs on policy and institutional change and training.
- d. Explore options for the establishment of a premium for gender-integrated FPU.
- e. Explore the possibility to organise a high-profile event with famous female personalities to advocate for female police issues in peacekeeping.

Justice and Corrections Component

Tier I: Actions currently being implemented

- a. JCS will consistently fill seconded positions with a woman from the recommended list as long as their qualifications are equal or superior to the other candidates;
- b. Instruct field components to prioritize women officers with equal or superior qualifications and performance when considering the extension of personnel;
- c. Prioritize the technical processing (pre-deployment and extension) of women GPP.

Tier II: Actions to be implemented by June 2020

- a. Undertake periodic calls for nominations to increase the number of rostered women candidates;
- b. Update calls for nomination to include an option to not accept nominations which contain only male candidates;
- c. Ensure participation of sufficient number of women officers in corrections pre-deployment trainings;
- d. Give priority during selection to officers from contributing countries that nominate at least 30% women candidates;
- e. Revise outreach and reporting materials to indicate the gender ratio of contributions.

Tier III: Actions that require additional resources

- a. Strengthen applicable policies and operating procedures to explicitly include a gender ratio of 30% women GPP as a requirement;
- b. Develop recommendations for national screening criteria, including a quota of 30%;
- c. Should a mission fail to obtain and/or maintain the desired gender ratio of women GPP for a period exceeding 12 months, JCS may assume the full authority for the GPP selection and/or extension decisions for the Mission.

COMMUNICATIONS AND OUTREACH

Tier I: Actions currently being implemented

- a. Development and dissemination of standardized messages on deploying more women to be consistently included in talking points for senior management with T/PCCs across all three sectors;
- b. Outreach to Member States through dedicated meetings and practical training workshops, and advocacy for pledges during the annual peacekeeping Defence Ministerials / UN Chiefs of Defence / Chiefs of Police Meetings;
- c. Engagement with member state networks such as MPAC, the 1325 Military and Police Network, the Group of Friends of Police and Corrections in UN Peace Operations, the Women, Peace and Security (WPS) National Focal Points Network and WPS Informal Expert Group (IEG);
- d. Advocate for and encourage TCCs / PCCs to establish Gender Focal Points / Advisers in their countries;
- e. Outreach to female military and police to increase awareness about opportunities for

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international deployment through partnership with relevant associations;

- f. Delivery of the annual Military Gender Advocate of the Year Award and the International Female Police Peacekeepers Award;
- g. Dissemination of a standardised multimedia recruitment package entitled Women Police for Peace and launch of a public awareness campaign using several social media platforms.

Tier II: Actions to be implemented by June 2020

- a. OMA/Police Division to coordinate with the military/police component in each mission to include in their gender strategy and action plan relevant goals and actions to support the implementation of the Uniformed Gender Parity Strategy and ensure that all staff are appropriately trained.
- b. Training on overt and unconscious gender bias made available to staff involved in recruitment and selection boards, based on UN developed materials.

Tier III: Actions that require additional resources

- a. Regional Road Shows: Employing women peacekeepers with recent UN experience to meet with military and police women personnel and encourage them to volunteer;
- b. Increased outreach to women military and police personnel worldwide.

LEADERSHIP AND ACCOUNTABILITY

- 18. The Military Adviser, Police Adviser and the Chief of the Justice and Corrections Service will be held accountable by the USG of DPO through their chains of command. The military, police and justice and corrections senior management in the UNHQ and field missions will have gender-related goals and actions related to their component included in their compacts. All components' leadership will report twice a year to the USG DPO on progress towards the targets. If the uniformed components have not met their initial targets by the end of December 2018, this will be reflected in the compacts of the Military Adviser, Police Adviser and the Chief of the Justice and Corrections Service. If targets continue not to be met, USG DPO will explore with the heads of the relevant components what other approaches can be taken to meet the targets.
- 19. The Force Generation Service, the Police Division Selection and Recruitment Section, in collaboration with the Strategic Policy and Development Section, and the Justice and Corrections Service will maintain projection tables for each category of appointments in UNHQ and in the mission area indicating the number of uniformed female officers required every year to reach the minimum targets by December 2028. Further, they will explore the possibility to set up a mechanism to jointly monitor and report on the progress toward reaching the goals set in this Strategy.
- 20. If T/PCCs do not meet the gender targets and cannot demonstrate actions made to reach the military and police targets, the UN will where possible reallocate posts to T/PCCs willing and able to deploy more qualified female officers and who are meeting their individual targets.

IMPLEMENTATION

- 21. Separate Implementation Plans for the military, police and justice and corrections will be drawn up. A mechanism within each component will be established to regularly review progress and suggest amendments. The strategy and implementation plans are living documents and will continue to be refined going forward.