

# Returning home after a civilian crisis management mission

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Finnish civilian crisis management efforts represent a unique group of professionals who participate in temporary international assignments. Reatriation, the return back to the home country after living abroad, represents an important stage in the civilian crisis management field. Until the reatriation of Finnish efforts has received surprisingly little attention, even though it can involve some difficulties personally and professionally. For instance, the efforts' home organisations do not always value the skills and talents the effort has gained or further developed during the mission. This article offers insight into the reatriation process of the Finnish efforts, leaning on a conceptual framework of the reatriation process. It also takes into account prior research on reatriation, as well as on emotional labour, primarily in the form of a study on police efforts. In addition, this article provides information and support not only to the efforts themselves but also to the efforts' home organisations, as well as to Crisis Management Centre (CMC) Finland, in order to prepare for and facilitate the reatriation process of the efforts.

# 1 Introduction

Civilian crisis management (CCM) missions represent a unique form of international assignments in which individuals are not only confronted with a new culture and challenging tasks but they are also able to attain a demanding and sometimes dangerous environment. In the year 2000 the mental well-being of Finnish peacekeepers was under discussion and an incident was quoted in which the stress from a peacekeeping mission was taken out on bystanders in Finland resulting in one injury and two deaths. The peacekeeping and CCM missions are two different types of international assignments, not in terms of tasks and equipment, but there are many similarities as well. CCM efforts still serve in post-conflict zones, sometimes alongside peacekeepers and thus are related to similar risks as peacekeepers during the international assignment.

On the first of August 2010 there were 130 Finnish peacekeepers abroad working in CCM missions around the world. Finnish efforts are unique from many other assignments because during the mission they are employed by CMC Finland and after the mission they return to their home organisation and continue to retain their role on the mission. In addition, it is CMC Finland as opposed to the home organisation that is responsible for the expenses of the effort during the mission. While these efforts serve in different countries and carrying tasks and duties as well as possess diverse personal characteristics, they all have one thing in common: all these efforts will at one stage return back to their home country. The so-called "returnees" are

Repatriation, the return to one's home country from the foreign country, represents the last stage of the efforts' CCM mission. It has proceeded in the following manner: CCM training, deployment on a political level, usually

Ministry for Foreign Affairs of Finland (MFA) regarding Finnish participation in a special mission, recruitment by CMC Finland, pre-deployment training, usually arranged by CMC Finland, the mission, and finally repatriation. The repatriation includes a debriefing session organised by CMC Finland. Interestingly, it is this last stage that has been referred to as "arguably the most challenging and important transition in a global career". During the final repatriation period overseas development is connected to prior experience to form an integrated career path. Although the Finnish efforts make a good contribution to the mission to be a good experience and an experience in which they are able to use their skills and talents as well as possible, they also require new ones. Research has found that on return the repatriates re-evaluate their work to the home organisation is often less than a favourable one. In a little analysis on repatriated Finnish efforts presented later in this article, it provides preliminary evidence that this may also be the case among Finnish efforts working as police officers in Finland.

At first glance one might wonder whether the re-evaluation of the repatriates back to the home organisation is an important one that is needed. Could the home organisations need to " cater to the special needs" of their returning employees? The thing is these efforts are most likely developed professionally during the CCM mission and could be a valuable asset to the organisation in today's increasingly global world. Moreover, it does not motivate home organisations to take an interest in their repatriates in a similar following way:

As a result of traumatic repatriation experiences or limited career advancement opportunities, a substantial percentage of repatriates (individuals who move to a foreign country to lead the team) upon completion of the international assignment. The latest research on multinational companies suggests that between 20 and 25% of repatriated employees leave their firm within a year after return.

- 1 Helsingin Sanomat 28.12.2008, Bergqvist 2000:13
  - 2 CMC Finland statistics 18.12.2010, Chart 1 and Figure 2
  - 3 Järvelin 2000:10, Finle 2000:28. It should be noted that not all Finnish efforts have a home organisation or are able to return.
- Holter 2003, Mutari 2003, Brewster 2003:132
- European Union, EUCore Course or the European Civilian Police Course

The civilian crisis management effort was presented in CMC Finland 2010:3

Herman 2000:10

8 Lahtela 2000

Lahtela 2000

Finnish e-ports are likely to be a great deal to offer to their home organisations but if the e-ports feel that their expertise remains undervalued then the main reason their organisation is in a bit could be contrary to Finland's national strategy for civilian crisis management. It states that the "time spent abroad in international postings could be viewed as a positive factor in terms of career development".<sup>10</sup> Furthermore, if the e-ports decide to leave either their home organisation or the organisation they could not only experience financial losses but could also lose the expertise of the e-ports.

The main purpose of this article is to serve as an aid to all those who are involved in the repatriation process of Finnish e-ports. More specifically, this article offers insight into the repatriation phenomenon, its context and dynamics as well as its multi-faceted nature. In addition, it provides information and support for organisations, especially CMC Finland and the e-ports' national employers. Some organisations may choose to prepare or facilitate the repatriation process of their e-ports returning employees as a process which requires attention already before the e-ports as leaders of their mission.

The aforementioned aims are achieved by presenting a new conceptual framework of the repatriation process. It is relevant to current literature on repatriation and expatriation. This is also achieved by exploring the repatriation of Finnish e-ports through empirical evidence. The primary focus is on a study of a specific professional group of Finnish e-ports. In addition, relevant literature will be made to other empirical studies on Finnish e-ports.<sup>11</sup>

10. Møller 2008: 3.

11. This article is primarily a summary of the Master's thesis "Exploring the Repatriation of Finnish Civilian Crisis Management Personnel and Introducing a Conceptual Framework of the Repatriation Process" written in 2008 by Eeva Maria Laitinen. In addition, this article incorporates some new research findings.

## 2 The repatriation process

### 2.1 How can repatriation be explained?

The return to one's home country after living in a foreign country has received far less academic attention than emigration. Emigration is the move or transition to a foreign country while the repatriate is returning to a place in his or her home country. As in most cases, sent the majority of his or her life, the return back home has been expected to progress relatively smoothly. In addition, repatriation adjustment has been thought to occur in a similar fashion as adjustment in one's home country or to a foreign country. Research, however, has actually demonstrated that adjustment during repatriation can be more problematic and present more difficulties than those experienced during emigration.<sup>12</sup> Repatriation adjustment can be even more challenging<sup>13</sup> and stressful<sup>14</sup> in the case of emigration. Difficulties are almost expected as the repatriate is confronted with a new culture, a new language, and a new way of life. For example, Carl Cooper<sup>15</sup> has remarked that "learning to manage in and cope with a foreign environment involves such a profound personal transformation that it has an analogue in the process of human development throughout the life span."<sup>16</sup> Interestingly enough, this cannot be applied to repatriation since the repatriate is returning home. The question therefore remains: what makes returning home so problematic for some repatriates?

Although research on repatriation is in its early days, in comparison to research on emigration, the research that has been carried out up to this date offers some possible clues for why the return home can be so difficult. The words of Nelson Mandela serve as an illustration. Echoing in this respect, there is nothing like returning to a place that remains unchanged only to find the place in your course has altered.<sup>17</sup> For one who has ever experienced the return home following a

trip abroad, one may relate to the words of Nelson Mandela or it is on return and then confronted with ones own patriots that one notices the changes in oneself that is one has the peculiar sense of not quite belonging or "fitting in."<sup>18</sup> As for some remaining "the same" repatriates sometimes even able to state the same while they are actually "fitting in" as they had pressed the 'cause' button as they left but on the country and expected life at home to remain in 'relative frame'.<sup>19</sup> Furthermore, repatriates can sometimes have idealised memories of their home country, which may cause problems on return as the reality turns out to be different to the one expected. In addition to the already mentioned variables, repatriates also face other individual, work and organisational variables as non-work factors. The main human- and work-related factors during repatriation.<sup>20</sup>

The first theoretical model on repatriation adjustment was offered by the late Blak Kregers and Mark Mendenhall in 1972, distinguishing repatriation adjustment from other types of adjustment. Repatriation adjustment and adjustment occurring during home country moves. This model laid the ground for repatriation research. It has been used that during repatriation individuals had to make "adjustment to work, adjustment to interacting with home nationals, and adjustment to the general environment and culture." Thus making the adjustment multi-faceted. In addition, repatriation adjustment has been explained using uncertainty reduction theory, which could occur both on return in the country, adjustment and prior to returning home. Anticipatory adjustment and adjustment could be explained using both organisational, work and non-work variables and antecedent variables.<sup>21</sup>

The original framework presented by Blak Kregers and Mendenhall has been extended by other researchers and some new variables in addition to new models have been introduced as explanations of repatriation adjustment.

12. Andreason, Kinneer 2003, Blak Kregers and Mendenhall 1972, cited in Ilanen 2002, 10. Huder and Brad 2000, Ilanen 2002, 10.

13. Ilanen 2002, 10.

14. Herman and Kirk 2001.

15. Carl Cooper, cited in Cooper 2000, 10.

16. Ibid.

17. Mandela 2010.

18. Hussman 2000, 3.

19. Ibid., cited in Andreason, Kinneer 2003, 10.

20. Ilanen 2002, 10.

21. Blak Kregers and Mendenhall 1972, in Ilanen 2002, 13.

22. Ilanen 2002, 28.

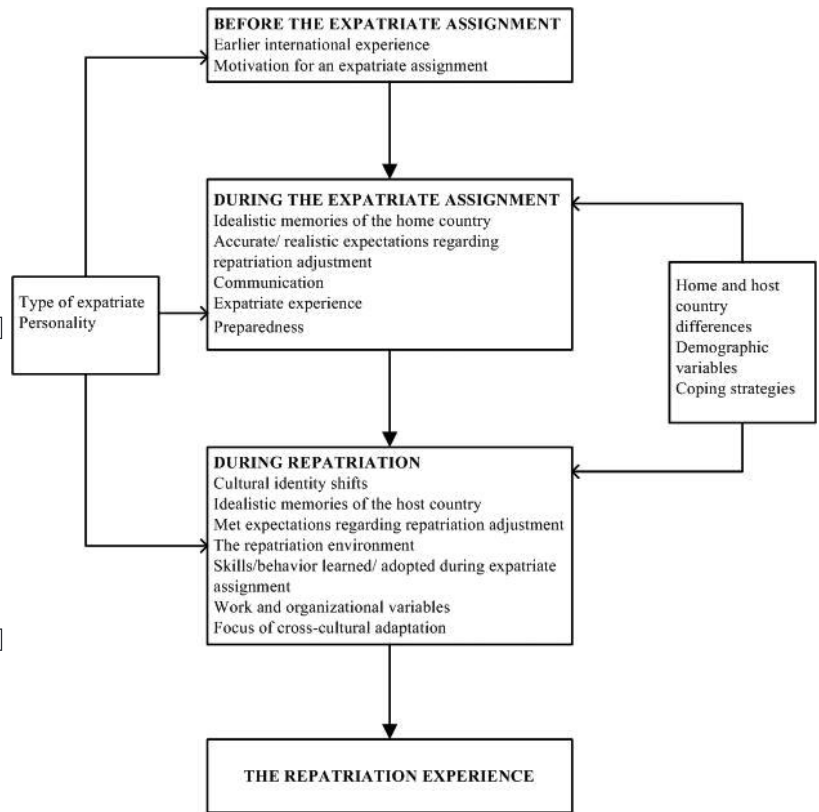
As these models allowed repatriation adjustment from more detailed and focused perspectives there seemed to be a need for a more holistic approach to the repatriation process. Therefore, a new conceptual framework of the repatriation process as presented in 2001 takes into account the whole repatriation process and explains it in a concise and simple manner. This is based on prior academic research on repatriation and is based on the researcher's own understanding of the repatriation process.

In repatriation has been studied less than expatriation. Existing research on repatriation represents a combination of both empirical and more theoretical attempts towards explaining the repatriation phenomenon. Translated into practice it means that there are many fine ideas and hypotheses regarding repatriation. Some of them have been empirically tested and some have not. Together these sources form a complex and intertwined picture. It is difficult to unravel this for the sake of clarity and also to avoid repetition. The repatriation process will be presented using the aforementioned conceptual framework.

Figure 1 illustrates the repatriation process rather than just presenting a thorough literature review of repatriation research and then presenting the framework. Although this framework is yet to be empirically tested, the framework was chosen as a tool to present the repatriation process because the framework represents an attempt to bring all the variables identified or hypothesized as relating to repatriation adjustment as well as new ones together to explain the repatriation process in a more holistic or comprehensive manner. Moreover, due to its conceptual nature this framework offers suggestions or hypotheses on how self-variables might influence repatriation adjustment. It is important to note that the empirical studies and theories presented later in this article does not represent an empirical testing of the conceptual framework. Rather, it represents one of the first, if not the first, explorations into the repatriation of Finnish experts working in CCM missions.

## 2.2 The new conceptual framework

In this new conceptual framework the repatriation process is divided into three stages: before the expatriate assignment, during the expatriate assignment and during repatriation. These stages together form the repatriation experience. Figure 1 illustrates the repatriation process.



### 2.2.1 Before the expatriate assignment

In this stage two variables are proposed to influence repatriation adjustment:

1. Earlier international experience
2. Motivation for the expatriate assignment including interest in the assignment and assignment motivators.

Prior research has offered differing opinions on the influence of earlier experience on repatriation adjustment. Culture learning theory proposed that repatriation adjustment becomes easier following successful expatriate adjustment since the individual has acquired "cultural coping skills." Empirical evidence of this was provided by Adler who found that those individuals who succeeded in adjustment during expatriation, in comparison to the less successful individuals, were assessed as more effective, as more satisfied, and as being in a better mood at the re-entry. On the other hand, Hussman proposed that repatriation adjustment becomes more difficult following successful adjustment during expatriation due to changes in one's cultural identity. Hussman later found that neither

23 The conceptual framework was originally presented in 2001 (J. Alanen 2001, Alanen 2003, 83-84).  
24 Alanen 2001, 83-84.

25 Ibid., 48.  
26 Hussman 2000, 3.  
27 Adler 1981, 32.  
28 Hussman 2000, 3.





more challenging than those experiencing intercultural and affirmational skills that will adapt well to the host country. In the case of affirmational and intercultural skills re-atriation will be easier because those experiencing an affirmational skill will be able to return home and those experiencing an intercultural skill will be as though they had lived in the host country. This framework proposes that all the dimensions of re-atriation adjustment will be positively influenced by intercultural and affirmational skills and negatively influenced by additional and subtractive skills.

As has already been stated, repatriates sometimes have idealistic memories of their home countries. The same can occur in the opposite direction: repatriates may have idealistic memories of the host country. Therefore, this framework proposes that all dimensions of re-atriation adjustment will be negatively influenced by these memories. Could the Finnish efforts to ease memories of the mission? As it is said, time makes memories more golden. One need not use travels abroad as an example of more positive memories developing since more likely than not every individual has "more golden" memories of a certain stage in their life, that of instance from ones first job or some other significant life event.

As for expectations, this framework proposes that all three dimensions of re-atriation adjustment will be influenced by met expectations regarding each dimension. For instance, expectations regarding interacting with home nationals are met on return, then this will positively influence re-atriation adjustment to interacting with home nationals. This proposition is based on the aforementioned model created by Akmal Hilder and Mikael Lindblad. For instance, a repatriate may have expected career advancement on return. If this expectation is met, then this will have a positive effect on re-atriation adjustment to work.

Empirical evidence has found that re-atriation adjustment to work and to the general environment is positively affected. How long ago the repatriate returned home, the uncertainty of work, the more likely decrease as knowledge of the home country increases. In addition, often during international assignments the repatriates have a better social status and living conditions in comparison to those in the home country. In empirical studies, re-atriation adjustment has either been uninfluenced or negatively influenced by a decrease in social status and living conditions. Therefore, this framework proposes that all dimensions of re-atriation adjustment will be positively influenced by the return home occurring a longer time ago and similar social status and living conditions on return to that during the expatriate assignment. The last variable relating to the re-atriation environment is the repatriates' relation with home country. Some organisations welcome returning employees positively, influencing adjustment to work with the family and friends. Welcoming and warm relations will positively influence adjustment to interaction

with home nationals and adjustment to the general environment. This proposition is based on the remark that the level of interest on the part of friends and family in the repatriates' experiences abroad is often low.

Expatriates often learn or add to their education and skills during the expatriate assignment. This framework proposes that these skills and behaviours will influence all three dimensions of re-atriation adjustment either in a positive or negative manner. For instance, a self-developed skill was acquired in the host country may have an inappropriate value in Finland. Thus, negative influencing re-atriation adjustment. Meanwhile, re-atriation adjustment could be facilitated by certain skills and behaviours such as the ability to get along with managers or people.

During re-atriation the repatriate also has the return back to the home organisation. Many variables have been proposed to influence re-atriation adjustment and some have been empirically proven. This framework proposes the following variables to influence adjustment to work positively: the repatriate can utilise the skills developed during the assignment, re-atriation support variables are offered, home and host task interdependence, role clarity, negotiations, discretion, the re-atriation situation is weakly constraining, and the repatriate is offered opportunities for career advancement. On the other hand, adjustment could be negatively influenced by the non-offering of roles.

Finally, re-atriation adjustment is proposed to be positively or negatively influenced by the focus of the cross-cultural adaptation. It has been proposed that adaptation during the expatriate assignment succeeds if the expatriate has a focus on the adaptation for instance, other expatriates or one's career. Applied to the Finnish efforts, the focus on adaptation means that concentrating on one thing one may be more resistant to the influence of other variables. For instance, if an expert focuses on their family then difficulties in the home organisation, although influential, may be deemed less important in comparison to one's family.

## 2.2.2. Variables of the expatriate assignment and re-atriation

Three variables are proposed to influence the first two stages during the expatriate assignment and during re-atriation in the framework:

- 1) Differences between the home and host countries
- 2) Demographic variables
- 3) Coping strategies

11 J. Ilanen 2000, 31–33, 8–10

12 Ibid. 1995

13 H. Hilder and M. Lindblad 2000

14 T. Regersen and P. Trost 1993

15 J. Ilanen 2000

16 A. Andreason and K. Kinner 2000

17 J. Ilanen 2000

18 C. Ilanen 2000, 2–8

19 J. Ilanen 2000

20 Ibid. 1–2

21 J. Ilanen, J. Jamsa and J. Ilanen 2000

22 J. Ilanen 2000, 2

23 Ibid.

Both stages are proposed to be negatively influenced by large differences between home and host countries in degree and cultural norms that influence demographic variables on repatriation adjustment. As related management suggestions and some empirical investigations have been carried out with different results. The current research framework proposes that repatriation adjustment will be either negative or positive influenced by the repatriate possessing a higher level of education, being younger in age, being single, being female. Last, based on the findings of Albert Herman and Lois Geri, it is explored repatriation adjustment and coping strategies. This framework proposes that repatriation adjustment will be negatively influenced by emotion focused strategies, strategies focusing on emotional managing a stressor, for example withdrawing from a situation, and positively influenced by problem focused coping strategies, strategies focusing on dealing with the actual stressor, for example trying to get to know the role.

2.2. The entire repatriation experience

Two variables are proposed to influence the entire repatriation experience:

1. The role of repatriate
2. Personality

In a recent study, Lulu Ilanen proposed that the role of repatriate influences repatriate adjustment. Four types were identified as global careerists, and easily to a foreign country, career oriented, multiple assignments in different countries, realistic world view and broad expertise, idealists, and easily to optimistic, ideological driven and satisfied with life, planned repatriate, realistic, well rounded and staying in one country for longer periods of time, and drifters, unsure of the future and what they should do, searching for self. This framework proposes that drifters will have a more difficult adjustment task, more than the other three types of repatriates. However, this proposition needs to be investigated further and the Finnish repatriates could serve as an interesting case because determining what drives these repatriates to CCM missions could facilitate their recruitment.

Secondly, an individual's personality, namely the Big Five personality traits, is proposed to influence all dimensions of repatriation adjustment. Positive traits, the self-reliance characteristics, should facilitate adjustment derived from the proposition of Baron and O'Neil. It is also discussed the relation between proactive behaviour and the Big Five personality "extraversion, conscientiousness, openness to experience, emotional stability, and agreeableness".

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1 Ilanen 2008  
 2 Ilanen 2008  
 3 Herman Geri 2008  
 4 Ilanen 2008

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5 Ilanen 2008  
 6 Ilanen 2008  
 7 Ilanen 2008  
 8 Ilanen 2008

### 3 An elaboration of the repatriation of Finnish experts

Professional group	Male	Female	Percentage	Total
Rule of law	1	1	14	2
Police	1	1	32	2
Border	10	3	83	13
Customs	1	0	20	1
Civilian Administration	1	0	0	1
Human Rights	0	1	34	1
Monitors	10	10	12	20
Mission Support	12	1	11	13
Mission Office Heads and their Advisers	1	1	10	2
Secretariats	0	1	34	1
MFA Officials	0	1	0	1
Total	10	15	100	25

Table 1 Finnish experts currently on mission by professional group 22.10.2010

#### Presenting the Finnish experts

On October 22<sup>nd</sup> 2010 Finnish experts were serving in various CCM missions around the world (Figure 1 and Figure 2). CMC Finland has not reached the goal set in Finland's national strategy for civilian crisis management declared the minimum number of Finnish experts to be 100. Furthermore the number of Finnish experts has remained above this goal since October 2009 in terms of location and duties. The majority of the experts were concentrated to Europe, Bosnia, Herzegovina and Kosovo, Afghanistan and East Caucasus and police represented the largest professional group of Finnish experts (Figure 2).

<sup>1</sup> MoU 2008/13

<sup>2</sup> Email communication with CMC Finland Head of Research and Development Kirsi Henriksson 20.10.2010



Figure 2. Finnish experts' participation in civilian crisis management missions

Year	Number	Gender		Percentage
		Male	Female	
2010	2	3	2	2
2009	3	3	1	6
2008	30	21	9	21
Total	11	11	2	100

Table 2. Repatriated Finnish experts according to year of repatriation

In terms of repatriated Finnish experts, 11 experts were returned during the years 2008 and 2010. 11 were males and 2 were females.

The experts had served in ten different countries in missions organised by five organisations in diverse tasks ranging from police advisors to deputy head of missions and monitors to judges and legal officers. Tables 3 and 4.

81 Updated 22/10/2010

82 CMC Finland statistics on repatriated experts 22/10/2010

83 The date of repatriation was missing for one expert who was then excluded from the following tables of repatriated Finnish experts. In reality the total number of repatriated experts amounts to 12.

Country	Number of reports
Kosovo	1
Algeria	23
Bosnia Herzegovina	1
Georgia	13
Uganda	12
Palestinian Territories	10
Moldova Ukraine	1
Other countries with less than 5 reports	21

Table 1: The attributed Finnish reports according to location of the mission

Organisation	Number of reports
European Union	6
United Nations	2
Organisation for Security and Cooperation in Europe	1
North Atlantic Treaty Organisation	1
International Humanitarian Partners	2

Table 2: The attributed Finnish reports according to the organisation responsible for the mission

## 2.2.2. The attributed police officers

### 2.2.2.1. Design of the study

A study explored the repatriation of all Finnish reports who had worked as police officers during a CCM mission and returned to Finland in the years 2008 to 2010. This group was selected because 1. On March 31, 2008 the majority of the reports on a CCM mission were police officers and 2. The largest professional group to repatriate in the years 2008 and 2010 were police officers. This study was conducted because the repatriation phenomenon represented an under-researched field in which a great deal of the research has concentrated on repatriates from American multinational corporations. Moreover, the Finnish reports represented a professional group whose repatriation remained unexplored. Therefore, the aims of the study were:

- How did these Finnish reports experience the Albanian crisis management mission and the repatriation process?
- What assistance was offered to these reports during the Albanian crisis management mission and the repatriation process and did these reports feel that they needed an assistance?
- Can current theoretical knowledge on the repatriation process explain the repatriation of Finnish reports?

Data was collected using a quantitative survey. It was chosen because the researcher felt most at ease with this method and because the same size was expected to be eligible. The survey included 14ert-scale, open-ended and multiple-choice questions. It was based on the researcher's experiences and understanding of the repatriation phenomenon as well as on the variables tested for or not used in academic research on repatriation.

Participation in the study was voluntary. CMC Finland sent a bulletin of the study to the repatriated police officers who could respond to the questionnaire using the link provided in the bulletin. One important issue that had to be considered was the confidentiality and anonymity of the reports. It was decided because the number of reports participating in CCM missions

8 CMC Finland statistics on repatriated reports 22.10.2010  
 8 CMC Finland statistics on repatriated reports 22.10.2010  
 8 Järvenen 2008: 1-12  
 8 Ibid: 12

As quite late at the time of the study, the survey was filled in anonymously and several details of missions such as the country were omitted from the study questions. Another issue to be considered was the e-letters and how the study could influence these e-letters. The possibility of the e-letters failing to remind on difficult experiences during or after the mission was duplicated, but this study was also considered an arena in which the e-letters could refer to their experiences. As such, considering the role of the recent CMC Finland, it was decided that CMC Finland could release the final version of the thesis while the responses to the survey would remain with the researcher in order to retain the confidentiality of the e-letters.

In terms of data collection, the study took a surprising twist during this phase as the number of re-atriated officers turned out to be less than expected. The survey was sent to only five e-letters. However, as the study represented to the researcher's knowledge one of the first, not the first study on the re-atriation of Finnish e-letters, a decision was made to continue rather than end the study. For this reason, no correlations were calculated during data analysis and greater focus was placed on qualitative analysis of the responses to the open-ended questions.<sup>88</sup> E-letters less than the value of this study lies not in its sample size but in the fact that it offers insight into the re-atriation of Finnish e-letters, which has previously been undocumented at least to the researcher's knowledge. Although the results of this study cannot directly be applied to concern all Finnish e-letters, it definitely opens the field for future research and discussion on the re-atriation and well-being of our Finnish e-letters.

The survey was sent to five e-letters and the final response rate was ten e-letters. Seven were male and three were female. The majority of the e-letters were either married or living in a cohabitation and all the e-letters were aged 31 or over. The highest educational level of the e-letters was diverse as were the occupations of the e-letters although two were in a role in Command positions and three were in a role as officers. In terms of international experience, eight of the e-letters had previous experience ranging from around one year to almost ten years. In addition, seven e-letters had participated in CCM missions before ranging from two to seven missions.

## 2.2 Outcomes of the study

### Motivation for the latest mission

For all ten e-letters the initiative for participating in the mission derived from themselves as opposed to else. There were diverse reasons for participating in the mission. Some were

in the most common one being a change or break from their regular work and life. The e-letters sought a break from everyday work routines. Three e-letters discussed the international environment, developing new skills or working in an international environment. Testing one's ability to live in an international role in a mission and "wanted an experience of an international work environment." In addition, for two e-letters a reason for participating in the mission was gaining new experiences. Furthermore, one of the reasons for one e-letter was "seek more strength to continue in the home land tasks." Sometimes seem stagnant. The other e-letter noted that "Main position feels familiar and safe after a 1000-hour operation." Other reasons included the development of language skills, a self-motivation, a CCM mission in comparison to Finland, finding a letter to write to someone in the field and contributing to "improving the situation in a crisis area."

### Latest mission

The e-letters had different responsibilities during the mission, ranging from leadership to administrative tasks and training. Four of the e-letters had been on a mission in Europe, one in Asia and five in the continent of Africa. For eight of the e-letters, the length of the mission ranged from 12 to 30 months.

In terms of communication, for four the e-letters kept the most contact with their friends and family. One e-letter and 10 daily contact. Contact with work occurred less than once a week. Two e-letters kept their knowledge of events in their current job in Finland updated daily. One e-letter reported this occurred weekly and for 10 e-letters 2-3 months.

Eight of the e-letters were satisfied with their latest mission. One could not say and one was not satisfied with the mission. This question of e-letters could have been phrased differently as one e-letter noted later in the survey that "there are some parts that you can be pleased with but some parts did not work."

When asked about re-evaluations regarding the return to Finland, five e-letters had no re-evaluations. According to one of the e-letters, "because I have been in the same situation many times before, I do not e-letters desired some re-evaluations. I evaluated some adjustment to items at work in the organisation at the local level and at some of the e-letters routines and "though returning home could be more difficult than going on the mission and adjusting to a new environment." On the other hand, three e-letters appeared to have no re-evaluations, but their feelings regarding returning to Finland appeared as either positive or neutral. "It is all a shame to return home." After home, some did not

88 The survey was conducted in Finnish and the answers to the open-ended questions were translated into English. The care was taken to preserve the essence of the responses. There is always the possibility that something was lost during translation.

89 Seven responses were related but two were identical word for word. This was considered to be an error and so one of these responses was omitted. (Lahen 2008)

90 The question regarding the length of the mission was phrased in the previous question regarding location of the mission so some e-letters wrote down the location of the mission instead of the length of the mission. (Lahen 2008)

91 The number of 2-3 months, 1 month, 1 week and daily.

During the operation	Completely disagree	Somewhat disagree	Cannot say	Somewhat agree	Completely agree
Felt more Finnish than before the operation	0	0			
Felt more global than before the operation	0	20		30	
Felt like an outsider both in Finland and the host country	0			10	

Table 10 Cultural identity and the mission<sup>12</sup>

even remember being a child and “I returned to my old work tasks back to being in my family”

### Acculturation

The e-ports had returned to Finland recently after their return of arriving from less than one month to around one year ago. In terms of adjustment back to Finland, the e-ports had adjusted well to the e-ports had adjusted well and some had adjusted moderately.

The cultural identity of the e-ports seemed to be uninfluenced by the mission. One e-portal though one e-portal commented on the last proposition of feeling like an outsider in host countries and noted:

“Some of us agree because we feel like an outsider in Finland and of course felt so in the operation’s host country. But as a correction, it is in the mission. I did not feel like an outsider at all. But rather a part of an international community. Family has formed both among Finnish colleagues living together and in my work unit. Returning home, I have experienced the same frustration and reacculturation difficulties as I feel when returned home after a year as an exchange student and so I know to expect this negative reaction to returning from mission. Therefore, I do not even take an extra step out of it. It is not a problem for me. The territory that I have entered is the territory.”<sup>13</sup>

When asked about materialized expectations, three e-ports referred to having no expectations. One noted that “It is nice to come home. In addition, for one e-portal the return home was something she was accustomed to. Meanwhile, for two e-ports the expectations materialized reality completely. Although one remarked that “Months after the operation, the e-ports had matters more difficult. For one e-portal the expectations were pretty well met. Although she noted that “adjustment difficulties lasted longer than I expected.”

Expectations of other e-ports were well met and finally the expectations of one e-portal were met and this e-portal concluded that “therefore it is more difficult to return to the old than adjust to the new.”

The e-ports were also asked about how they were treated on return. The e-ports experienced no change in the way that their coworkers, friends or family treated them. However, the e-ports made the following comments: “I am already used to the fact that sometimes go on foreign missions” and “the changes that occurred in me not in my neighbors.” Meanwhile, one e-portal had experienced some changes in treatment from friends and coworkers. But not family. Friends were interested in more different experiences and my work colleagues did not really know how to take it. In addition, the e-ports were asked whether on return changes had occurred in their relationships with coworkers, friends or family. When e-ports reported no such changes, the e-ports had experienced some changes in the case of one of these e-ports saying experiences from the mission was sometimes difficult since “the spectrum of events and people was so immense – in both good and bad. The other e-portal observed that “work colleagues keep more distance at least in the beginning. In addition to some changes occurring in the family, it was “more sensitive to me” planning a new mission. As the one e-portal noted “not as successful as I made a separate family in Finland more than before the operation.”

In terms of positive and negative experiences of the return to Finland, one e-portal reported having neither. The one e-portal reported neither having adjustment problems either in Finland or elsewhere. It is tried to make multiple resemble more on the other side. In Finland there are less water and electricity shortages than in the world. A traffic sign looked does not bother me in the losing all the traffic signs were more or less looked. Furthermore, one e-portal noted that she had no negative but many positive experiences. One e-portal made an important comment stating that “the question is based on an assumption. It is not true in my case. There were no essential negative experiences. Examples of positive experiences included normal or old routines, relief of the fact that the e-portal was back, family’s relation back and “getting the central aspects of the work such as family, friends, hobbies and work.” On the other hand, negative

<sup>12</sup> E-portal quote in Ilanen 2007: 100.

<sup>13</sup> Almost an e-portal of the table in Ilanen 2007: 100.

On mission return	Completely disagree	Somewhat disagree	Cannot say	Somewhat agree	Completely agree
My work life was interested in my experiences abroad	10	30	10	10	
My work life recognised and valued my experiences abroad	10	30	10		
My work life utilised my personal skills	80	10	10		
I received promotional opportunities on mission	10		10		
I felt I could influence my work tasks	10	30	20	10	
I was satisfied with the amount of my work life received me back	20	30	20	30	
I felt the operation influenced my career positively	10	30	10		

Table 10. Home or Organisation's reception of the participant

experiences included decreased work motivation, changes in oneself and more.

That then facilitated the adjustment of these elements. Family was the most common facilitator followed by everyday routines. One element described is her experiences in the following. "At first, everyday routines and children kept me rooted in everyday life. I felt that I would be longed and loved from many directions is an important feeling. As for those factors that hinder adjustment, the responses of our elements included for instance their rank amount being empty, being kept busy and settling the following on-line on life as gone forward – although not returned to the old."

Work

Apart from one element, the rest of the elements had returned to their old jobs. It seems to be clear that although adjustment to the general environment and interaction with some nationals went relatively smooth for the elements, adjustment to work caused more grievances. In the descriptions, the elements' experiences regarding home organisation relation talk.

This question was answered just utilised one element who remarked that "the work life and its people are two different things on an individual level for example. It eliminates to the manager level – at least until no positive consequences of being on the mission are detected."

A recent study conducted by CMC Finland and AAR also remarked that work commenting everyday routines as well as work facilitated repatriation adjustment. CMC Finland (2009, 2010).

Almost an element to a table from Järven 2009.

Although the relation from the home organisation would have been better on four elements out of the nine who responded to this question, had a full considered changing their jobs. For two of these elements, the quest for new challenges influenced their desire to change their jobs during the mission. The same was accustomed to a managerial position, but also to complete the hands on challenges and no return to the bottom of the ladder in mission unit and to the same slow career rolling as before the mission – feelings of frustration. In addition, career progression problems influenced one element to desire to change jobs. Career advancement "in my current work life is completely stuck. The cause like a dictator, the leader of the unit does not like us employees to go on international assignments. An altered idea of one element's job appeared as a reason for the desire to change jobs during the time. Apart from the job, the element realised that she "can live completely in Finland also in another job. Last time, one element had considered changing jobs as a consequence of the altogether luke warm relation in the work life. This element thought she should stay in the same job. The cause of "the possibility of going to new missions from home work", "financial security during these times" and "family's opinion to stay in the same area". While some of the elements had considered changing jobs, only one element had this had occurred because of an offer of a temporary job elsewhere. The element was not satisfied with his or her new job and decided to return to his or her previous employer.

As the elements reflected on how the mission influenced their jobs in Finland, the majority of the elements found the mission useful for their normal job back in the home organisation, but only 30 felt as though the mission motivated this job in a new way.

One effort left all these answers blank	Yes	No
The operation was useful for mission as a whole	80	10
The operation changed multiple things in profession and life	30	10
The operation motivated me in a new way in mission as a whole	50	10

Table 1. Mission and the effort's job

The assignment altered the efforts' opinions regarding their role and profession. The mission included greater insight into the work of police as well as greater respect for the skills of Finnish police. It appears that you can't do a Finnish police officer to an end and it will get done. The Finns related their positive feedback from the mission not from colleagues and from the mission's management and they knew they were doing a good job and results or outcomes. Meanwhile, one effort experienced a weakened relationship with their profession.

Health

For five efforts the mission did not influence their physical and mental health. Although one effort noted a loss of muscle mass due to a bad diet and lower levels of physical activity. Meanwhile, two efforts or instances had reported some health problems during the mission. Like the other efforts noted some changes in their mental health. They felt tired mentally. Only one effort stated that during the mission she had experienced a difficult situation influencing her professionally or personally. This was asking about on return. During the mission the effort had no clear related support in dealing with this experience from sister partner and colleagues.

Training

All the efforts had received preparator training before and at the start of the mission. In addition, nine out of the ten efforts felt that at the start of the operation they had enough information about the future in the host country.

Support and debriefing

Half of the efforts had received enough support prior to the mission and the majority of the efforts had had the opportunity to consult a professional and discuss their experiences from the latest mission. In addition, the majority of the efforts had articulated in the debriefing organised by CMC Finland. Only three of the efforts found

the debriefing useful. For instance, because it offered a chance to share one's experiences with others. The one effort did not really know "whether the debriefing was useful". The remaining four efforts had not utilised the debriefing because it was seen as lacking a practical basis in terms of support on return. Four of the efforts felt that they required no support on return to Finland. The another effort noted that "the course experience seems to be the best training". On the other hand, one effort for example could be offered for a longer debriefing and career management in the home organisation. In addition, this effort could be asked "Realistic descriptions of the different persons had experienced their return not fit in their work and private life. Their stories".

Relaxation

Eight of the efforts expressed interest in a new CCM mission and the assignment motivators were similar to the ones listed in the latest mission.

2. Relatriation – a positive or negative experience

The evidence obtained from the responses of the ten Finnish efforts seems to indicate that the efforts were professional and reliable individuals whose relatriation process progressed relatively smoothly apart from the less favourable work conditions, the assignment motivators so the efforts expressed a positive attitude for instance seeking motivation for homeland duties and expressing a desire to develop one's skills. The majority of the efforts were satisfied with their latest mission and none of the efforts had experienced a poor or poor adjustment back to Finland. As for the work related matters the efforts experienced less favourable conditions at work. This was elaborated on the basis of prior research. For the majority of the efforts the mission did not influence their career positively. Last, the efforts appeared fairly content with the amount of support offered during relatriation. The conclusion of this empirical study therefore was that based on these findings, the relatriation of Finnish efforts cannot be explained by current theoretical research on relatriation. However, it was noted that due to the small sample size no final or conclusive remarks can be made regarding the relatriation process of the Finnish efforts.

Almost an effort or two a tale in Suomen 2007 and Suomen 2008.

8 One of the remaining two efforts had not articulated in the debriefing because of their recent return but was waiting to do so.

## Discussion

The repatriation roles of Finnish eMerts has been explored with the aid of a conceptual framework of the repatriation roles as well as the empirical findings primarily from the study of Ojala. Although neither the framework nor the empirical study are able to offer conclusions regarding the repatriation of Finnish eMerts, the do shed light on how the roles might proceed and what kind of experiences some eMerts may have. It must also be noted that the aforementioned case study represented one of the first, if not the first studies conducted on the repatriation of Finnish eMerts. While acknowledging the lack of independence as well as the fact that research on repatriation in general still has a long road ahead, it is a first step towards representing a summary of the repatriation roles of Finnish eMerts. Keeping in mind that the following thoughts on the repatriation roles of Finnish eMerts require further empirical testing, this summary is still built on prior theoretical and empirical evidence of the repatriation roles as well as the researcher's own understanding of the phenomenon.

On one hand, the repatriation roles of Finnish eMerts appears to be significantly different than that of many other professional groups. The temporal nature of CCM missions could be one factor contributing to this difference. Since for many eMerts their "real" home remains in Finland and the mission represents something temporary.

During the mission you in a way experience a new birth and everyone starts from a clean slate – defined to a certain extent their own destiny and without history – also aware of the fact that the mission lasts a certain time – the issue at hand is not an eternal project.

Furthermore, the environment and surroundings of the mission are often less suitable for a deeper adjustment to the host culture and country of origin. One must also not forget those eMerts who participate in multiple missions, or some of their permanent home continues to be Finland while for others their home changes with each mission and country of origin.

Such a lifestyle arises when the eMert is unable to uphold his/her professional skills and simultaneously attends numerous missions that is, he becomes a mission junkie. On the other hand, the Finnish eMerts in the case study did have less favourable work conditions. This is in line with the experiences of some other professional groups. But overall, does the repatriation roles of Finnish eMerts really proceed?

As all the eMerts are unique individuals with diverse personal characteristics and life experiences, the repatriation experiences in different cases. In addition, the actual mission may influence the repatriation of some eMerts especially those eMerts who have been under a great deal of stress or have experienced threatening elements during the mission. The key factors that are likely to influence the repatriation of all Finnish eMerts are assignment motivators and work conditions on return. Assignment motivators are expected to play an important role in repatriation because they influence the main reason the eMerts seek their return to Finland. For instance, if an eMert has attended the mission because of his/her professional or personal life, it is problematic at some point when the return home will most likely be difficult. Meanwhile, work conditions on return are likely to be very important in the repatriation roles of Finnish eMerts especially for those who have attended the mission for professional development. Imagine the frustration on return if the eMert does not face challenges or changes to fulfil his/her own skills.

To summarise, the repatriation roles are experienced in many ways and to the surprise of some individuals, it can even be immensely difficult. Even though Finnish eMerts may find repatriation relatively easy, understanding what the roles in roles will be helpful not only for the eMerts themselves but also for their home organisations as well as for the eMerts' loved ones. The following chapter will present recommendations for the eMerts themselves as well as to CMC Finland and the eMerts' home organisations.

## Recommendations

### 1. Experts call in – recommendations to Finland

CMC Finland has an important role to play in the reatriation process of the Finnish experts since it is involved in the recruitment of most of the experts, is responsible for HRM during the mission and organises a debriefing on return. The recommendations for CMC Finland are:

- Discuss the assignment motivations of the experts. This is an identifiable possible problem and deal in debriefing the debriefing and facilitate the reatriation of the experts.
- Discuss the reatriation process in the re-employment training. In addition, the expert's family should also be involved at this and other stages.
- Keep in contact with the experts while they are on the CCM mission. The re-employment communication depends on each expert but communication is important for the well-being of the experts. It will also influence their reatriation. The experts can be informed of current research in human crisis management as well as on current events organised at CMC Finland. The aforementioned research-based environment of the Finnish experts as well as for reatriated experts might be a benefit not only in facilitating the reatriation of the experts but also in assisting new experts going on a CCM mission.
- Pay attention to how the debriefing is organised. Consult reatriated experts to determine what the debriefing should entail. Organised debriefing will assist CMC Finland develop its abilities as well as facilitate the reatriation of Finnish experts.

### 2. The clock is ticking – recommendations to home organisations

Finnish experts going on CCM missions can present a challenge to the HR of the home organisations since a gain expertise will be left in the organisation while the expert is a valuable most important recommendation for the home organisations is valuing our employees. The Finnish expert and showing an interest in their personal and relative simple measures. The home organisations can not only facilitate the reatriation of the expert but also take advantage of the experts' experiences and abilities. Skills the recommendations of the home organisations are:

- Hold a meeting before the expert leaves for the mission. Discuss with the expert about his/her current situation, motivated in order to go on the mission. For example, as it a lack of motivation at work that the expert enters from the mission and its influence on the return and lastly that the expert enters from his/her return.
- Prior to the expert returning or soon after the expert returns, hold another meeting with the expert to discuss what the expert has learned during the mission, what skills, talents and further developed. The employee's skills have been learned and how these skills, talents could best be applied in the home organisation. In addition, discuss the expectations of the expert regarding his/her return to the home organisation. The home organisation can also keep in contact with the expert while she is on the mission but this must be discussed and approved with the expert before she leaves. The expert or instance attends the mission in order to take a break from his normal work. When frequent contact with the home organisation may do more harm than good.
- The CCM missions should not be considered a punishment and treat the experts fairly. For instance, in the case of career advancement and promotions, the CCM mission should not be considered a weakness or hindrance in situations where the expert is competent. It is

102 Based on the aforementioned expert satisfaction survey, CMC Finland has already started sending a newsletter to the Finnish experts currently on mission.

the skills talents of another employee has stated in the home country are this is the idea presented in Finland's national strategy of civilian crisis management regarding the influence of a mission on careers<sup>103</sup>

In this joyous occasion – recommendations to the Finns

Returning home from a CCM mission evokes different feelings among the experts. For Finnish experts the recommendations are:

- Before accepting for a CCM mission consider your assignment motivators are you looking to develop professionally search for a “better” life elsewhere or gain new experiences
- On the mission keep in contact with your loved ones and your home organisation if you wish to do so the cause this will facilitate your adjustment back to Finland
- Prior to returning spend some time reflecting on your assignment motivators the mission and the upcoming return home. Consider the following questions: were your expectations of the mission met? How do the assignment motivators reflect on the mission and the return home? What have you learnt during the mission and have you further developed already existing skills talents? What do you expect from your return especially in relation to family friends and work
- On return to the home organisation make sure your employer is aware of your skills talents and expectations regarding your role. If the home organisation seems less interested in your experiences you can ask to meet your superior to discuss your current tasks duties as well as career progression

103 “The release of personnel from various administrative tasks for civilian crisis management posts must be encouraged and time spent abroad in international postings should be valued as a positive factor in terms of career development” (Mo 2008:13)

## Conclusion

Repatriation represents a complex multi-factorial phenomenon in which a combination of variables is thought to either facilitate or hinder repatriation adjustment. At those variables are both depend on the personal characteristics and coping skills as well as life experiences of the expatriate in addition to the influence of the outside world work non-work and the surrounding network of people. The repatriation of Finnish expatriates as well as the repatriation phenomenon in general still requires further exploration in order to determine whether repatriation adjustment is easier for some individuals and more difficult for others. Although it appears that the repatriation process of the Finnish expatriates differs in some ways from that of some other professional groups, the Finnish expatriates may experience less labour market conditions as a result of having been the experience of some other professional groups as well.

Even though the repatriation process may progress relatively smoothly for most Finnish expatriates returning back to the home country, it represents a change in the expatriates' lives when confronted with change, be it big or small. Individuals may be more sensitive and open to personal reflection and evaluation. Repatriation, although representing only one stage in the global crisis management cycle of the Finnish expatriate, provides an excellent opportunity for self-reflection of the past, the mission that has just ended, present, confronting the return home and future future endeavours, career, personal life. As such, opportunities do not always arise naturally, or are not always sought. Repatriation could be embraced positively, therefore, when those expatriates do find the value, nothing in particular to adjust back to, could take the opportunity presented, the relevant return home to cause and re-evaluate their lives.

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# Enhancement of expertise in civilian crisis management Positivity as a key towards personal dedication or a comprehensive approach

Elina Penttinen

This article discusses the meaning of a comprehensive approach from the perspective of individuals working in crisis management. The possibility for the comprehensive approach to be operationalised is finally about individual competence and willingness to adapt according to the new security paradigm. Furthermore it calls for a re-evaluation of the expertise required in the field turning the gaze back to recruitment and training of individuals for international crisis management. When an elite expertise the author draws from the turnaround of the positive psychology allows shifting the focus on how to enhance and that it is good to be even better instead of alleviating what is wrong.

That the need in civilian crisis management are people who can see beyond their own job description, to understand the big picture and especially who are there for their colleagues.

When we are all put in the same room and work in the same room, we understand that we can learn from each other and that the other military is not so different. I think the best way to understand the other is by working together.

Cooperation with civilian factors in the same area in the host country is in practice up to the individual commanders.

1 These efforts are from interviews during field research in 2008 of the role of gender mainstreaming of civilian crisis management. In discussion on the demand for the increase of female personnel one cannot avoid touching on the military gender positions and cooperation and indeed questions of identity. For a cross gender binaries or military binaries.

# 1 Introduction

The demand for the comprehensive approach emerges from the acknowledgment of the complexity of the current security environment and the prioritisation of human security in times of global insecurities such as extreme violence against civilian populations, corruption and political instability in post-conflict countries recovering from civil war and an increasing natural disasters. It is understandable that at an international level of crisis management there is a desire for a concerted effort in order to improve security in the environment at a societal and individual level. The value of human security and stability in post-conflict regions is appealing to a wider audience legitimising crisis management missions.

In this article we will discuss the meaning of comprehensive approach from the perspective of individual security agents on the basis of interrelated and surmountable dilemmas during the role performance of expertise in civilian crisis management. The role is as a joint endeavour of Crisis Management Centre Finland (CMC) and Tampere Peace Research Institute (TPRI). The objective was to map out the consequences of the paradigm shift for security agents in civilian crisis management. In other words, the focus was on developing understanding of the competences of individual elements to incorporate the comprehensive approach in their own work and identity in relation to the common goal of human security.

The research role consisted of interviews and surmountable dilemmas collected mostly during training at CMC Finland. The survey data was sent to participants of CMC Finland training in the spring of 2009. Interviews took place in the spring and autumn of 2009. The participants mostly had field experience

from civilian crisis management missions, some also from military operations and humanitarian work as well as from the policymaking level in the inter-disciplinary focus areas on the personnel participating in the training offered by CMC Finland and their own expertise and experience in relation to the values emphasised by CMC Finland. Human security, gender and the Comprehensive Approach are the aim, but the main focus in civilian crisis management personnel at this moment is to extend the relevance of these values in practice in regard to their own work, professional identity and in relation to other actors in the field.

The study towards comprehensive crisis management certainly poses new demands in terms of recruitment and development training. Therefore, it is research series also the development of training offered by CMC Finland in order to be able to get a better grasp on the already existing strengths and potential of the experts and to build on these strengths. This is also in line with positive psychology which focuses on building character strengths, talents, interests and values.

2 The role was funded by E. F. and Matine Lehto CMC Finland in April 2009. Also interviews from the earlier role on gender mainstreaming of civilian crisis management funded by the Academy of Finland were used in developing an understanding of how identities are constructed in relation to the military. The interrelated dilemmas was related to the role in order to map out the framing of the evaluation of one's expertise in terms of the comprehensive security. It was possible to use although the earlier interviews focused on gender mainstreaming in particular. The relevance of gender mainstreaming is also situated in the larger framework of a comprehensive approach.