

THE ROAD TO 40%:
RECRUITING WOMEN IN FINNISH
CIVILIAN CRISIS MANAGEMENT

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CMC Finland working papers analyse civilian contributions to peace operations and include recommendations for developing practical capabilities and improving effectiveness.

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Summary

This working paper reviews the commitment in Finland's national action plan on women, peace and security to deploy at least 40% of women in civilian crisis management duties. The review is based on 12 years of recruitment data from the Crisis Management Centre Finland (CMC Finland). The analysis shows that while the number of deployed women grew rapidly in the first years of the commitment, this growth has stagnated since 2012. The 40% target of women in deployed staff has been reached, but the reason for this is that the number of deployed men has decreased.

The professional background of deployed staff is shown to be an important indicator for determining the types of positions in which men and women serve and the locations where they serve, as specific gendered differences in deployments have been observed. The sustained increase in the number of women serving in the Finnish police force is shown to support the overall percentage of deployed women.

The 40% commitment is identified as a driver of the observed gendered differences, as the commitment has tilted recruitment policy to favour those professional fields with a high representation of women.

To support a sustainable increase in the number and proportion of women deployed, recruitment, tracking and reporting practices are also reviewed in this working paper. Finally, specific observations and recommendations are made:

- Cooperation across the chain of deployment supports effective and inclusive recruitment
- More focus is needed on the composition of rosters and the inclusion of men and women in all categories of staff
- Bringing about sustainable change in the composition of professional rosters takes time and includes several phases
- Gender balancing initiatives in recruitment can further exacerbate gendered differences if not planned well
- Follow-up and analysis should be conducted over multiple time spans, should cover different all phases of deployment and should include different perspectives



Introduction

Increasing the number of women serving in international peace operations has been a major implementation area in the women, peace and security (WPS) agenda, beginning with the focus on participation in the original United Nations Security Council Resolution 1325. Over the 20 years of the WPS agenda, this objective has been translated into progressive gender parity strategies by international organisations, such as the United Nations (UN)¹, the European Union (EU)² and the Organization for Security and Co-operation in Europe (OSCE)³, and into national action plans by countries that contribute personnel to peace operations.

Yet, the link and cooperation between national- and international-level initiatives for improving gender parity in peace operations is often unrecognised. This is especially the case in civilian and police contributions to peacekeeping and crisis management. Civilian experts, in particular, come from various professional fields, they are often trained and seconded⁴ by governmental agencies and, finally, they serve in the field operations of international organisations. All three levels of this deployment chain may or may not have their own strategies and approaches to building gender parity, with differing levels of coordination. To develop inclusive and representative peace operations, this entire chain of training, recruitment and deployment requires scrutiny.

To support building a holistic picture of deployment, this working paper aims to open up practices, issues, failures and successes on increasing the number of women deployed to civilian and police roles in peace operations from the viewpoint of a national seconding entity. The findings of this working paper are based on 12 years of secondment statistics and practical observations made by CMC Finland, giving insight into the role that national actors play in supporting international organisations in improving gender parity in their field operations.

From policy to practical participation

In Finland, increasing the number of women deployed to civilian crisis management duties has been a key objective of the national action plans on implementing UNSCR 1325, beginning with the first national action plan that was prepared in 2008. The current and third national action plan, which was prepared in 2017, states this outcome as: *“Finland increases the number of women serving in military and civilian crisis management tasks and takes measures to ensure equal career opportunities for all.”* The objective is embedded in a specific section of the action plan, focusing on crisis management, with a range of activities to support women’s inclusion and gender mainstreaming in training, recruitment and research related to peace operations.⁵

The first national action plan in 2008 for implementing UNSCR 1325 coincided with the establishment of CMC Finland as the central seconding entity for civilian experts. At the same time, the first National Strategy for Civilian Crisis Management was adopted, echoing the commitment of the action plan to increase the number of women deployed.⁶ This set in place both the policy framework and responsible actors to support enhanced recruitment of women, which has become a key focus in Finnish civilian crisis management. Building on these efforts, the foreign policy section in the current Government Programme, which was adopted in 2019, includes a wider goal on the inclusion of women in peacebuilding.⁷

1 See the UN’s Uniformed Gender Parity Strategy 2018–2028 <https://peacekeeping.un.org/sites/default/files/uniformed-gender-parity-2018-2028.pdf>

2 See the EU Strategic Approach to Women, Peace and Security <https://www.consilium.europa.eu/media/37412/st15086-en18.pdf>

3 See the OSCE Action Plan for the Promotion of Gender Equality <https://www.osce.org/pc/14713>

4 The temporary transfer of an official or worker to another position or employment.

5 Including both military and civilian crisis management, with specific recruitment goals for both.

6 Revised in 2014. See https://vnk.fi/documents/10616/1098657/11014_National+Strategy+for+Civilian+Crisis+Management.pdf

7 Government Programme 2019: *“In line with UN Security Council Resolution 1325 on Women, Peace and Security, Finland will promote women’s participation in peace talks and peacebuilding, with an emphasis on safeguarding women’s and girls’ rights in peace processes. Sustainable peace cannot be built on structures that maintain inequality.”*

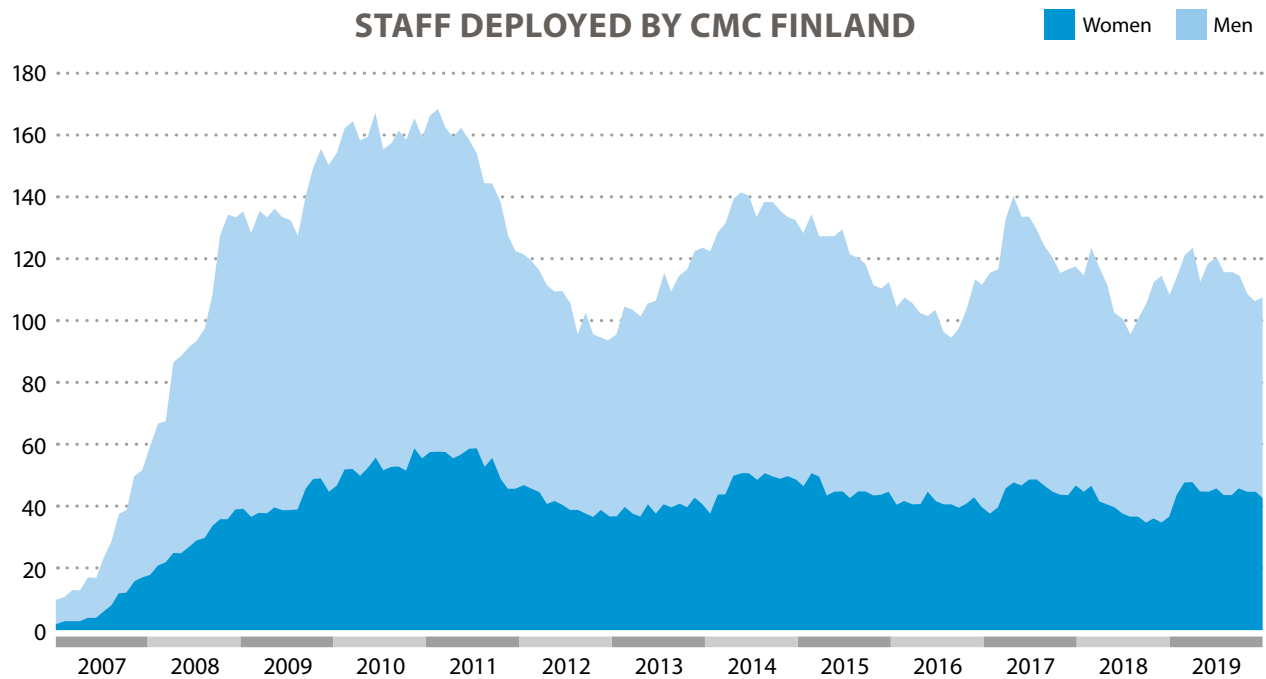


Figure 1.

After rapid growth in 2007–2009 to over 160 deployed experts, the number of deployed staff has since decreased to between 100 and 120. The number of women deployed has remained relatively steady compared with the number of men, which has been in overall decline with significantly more variation. This, in turn, has led to a rise in the proportion of women in deployments.⁸

During the period since 2007, Finland has increased the overall number of deployed civilian experts in peace operations, as part of the development of the civilian aspects of the EU’s Common Security and Defence Policy, and the growth in civilian tasks in UN peacekeeping operations. At the same time, the range of different operational positions and tasks available for deployment has also widened. These quantitative and qualitative shifts in peace operations have required opening up recruitment from a broader set of professional backgrounds, outside of traditional security fields. This, in turn, has led to a rapid growth in the number of women deployed, as many of these professional fields, such as human rights, have a more equal gender balance or even have an over-representation of women.

⁸ Prior to 2008 and the establishment of CMC Finland, deployments were carried out by the Ministry of Interior.

“...much of the growth in the proportion of deployed women is due to a faster decrease in the number of deployed men...”



Prior to 2008 and the establishment of CMC Finland, the number of women deployed to civilian missions and operations by Finland had been low, approximately 15% in the 2004–2007 period.⁹ This was due to the prevalence of police and security services deployments in that period, when the proportion of uniformed women in the Finnish police force averaged 11.3%. After 2008, the number of women deployed grew rapidly initially, but has since stabilised in the 30%–35% range, with significantly slower growth. The 40% recruitment goal has only been consistently achieved with the third national action plan, when the proportion of women among deployed experts has repeatedly surpassed the 40% mark. Yet it is still too early to say whether maintaining this secondment level is sustainable, as the number of overall secondments has been decreasing, and much of the growth in the proportion of deployed women is due to a decrease in the number of deployed men after a peak in 2011. The number of women deployed also does not seem to grow when secondment levels increase, as a majority of new positions are filled by male candidates.¹⁰ Overall, between 2007 and 2019, Finland has deployed 603 individual persons to civilian crisis management duties, of which 205 have been women.¹¹

PROPORTION OF WOMEN IN CMC DEPLOYMENTS AND IN THE POLICE FORCE

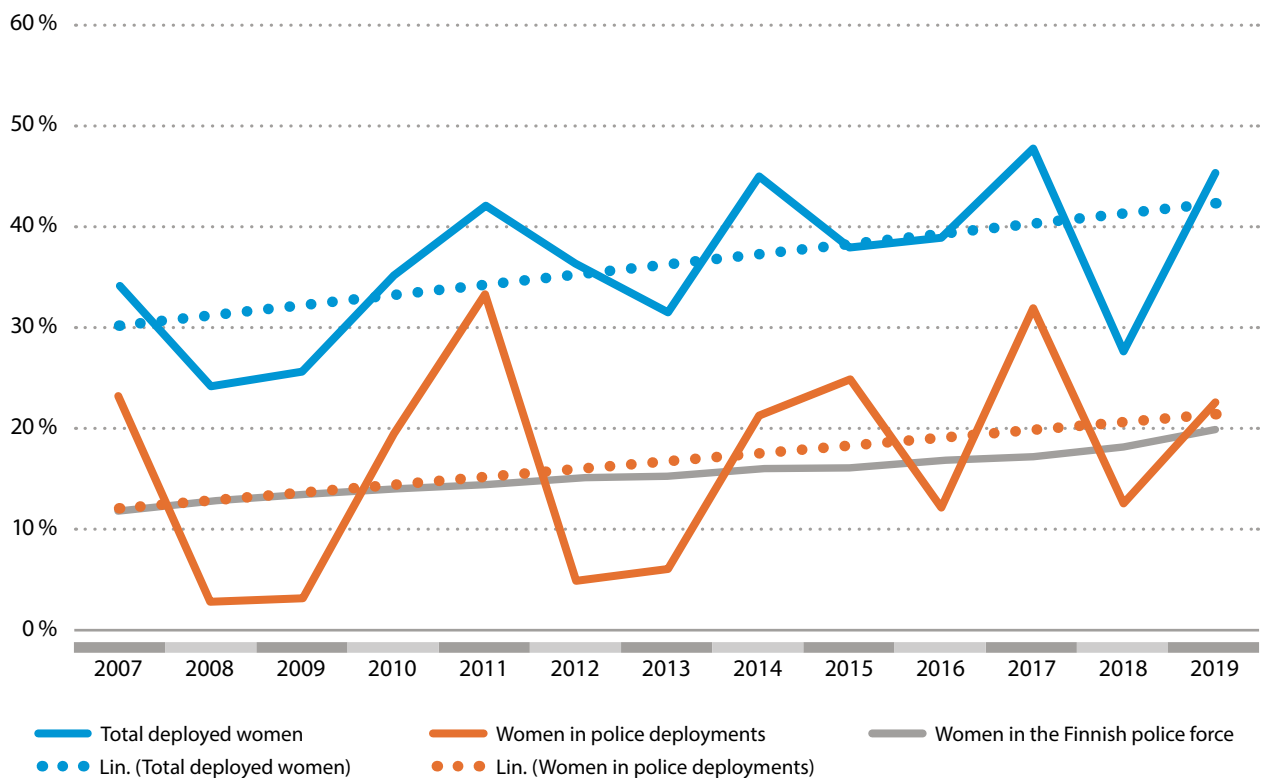


Figure 2. Over time, the average number of women in annual deployments has risen, as has the number of women in police deployments. While the proportion of women in police deployments remains below the average of all deployments, the annual variation in the number of female police officers deployed has a strong impact on the overall number of women deployed.

9 Finland’s National Action Plan for the Implementation of UNSCR 1325, 2008–2011, p. 22.

10 For a broader discussion on similar deployment trends in the context of EU CSDP, see: Smit, T. ‘Towards a more gender-balanced European Union civilian CSDP’, SIPRI policy brief, Nov 2019.

11 Some of the deployed personnel were deployed at the founding of CMC Finland and were transferred to its roster.

Organisational learning in recruitment

The follow-up to the Finnish national action plans in general and to the embedded 40% goal for recruiting women in civilian crisis management has developed over time. Initially, this only took the form of final reports at the end of the action plan period, with summaries of activities carried out. The review of Finland's first National Action Plan for the Implementation of UNSCR 1325 in 2011 simply noted that the number of women in civilian crisis management has increased.¹² Shadow reporting by non-governmental organisations has supported the development of the UNSCR 1325 agenda in Finland, as it brings an external perspective to the review of the action plans. The shadow review of the second national action plan was already more critical, noting that the proportion of women deployed had stabilised and was no longer growing, while still being under the target level of 40%.¹³ This in turn has led to renewed focus on reaching the target.

The lack of detailed analysis on indicators such as the 40% recruitment goal is understandable, given that the scope of previous reviews has included action plans in their entirety. As the reviews are also conducted after the end of an action plan period, access to supportive information on individual indicators can also be limited because of the multi-year time spans involved. To be able to evaluate the measures before the plan period ends and identify those measures that need to be corrected and modified early on, the current third national action plan includes a mid-term review to be conducted in 2020, in addition to a standardised annual reporting format for all contributors to the action plan.

In-depth analysis of individual indicators can support reviews at the action plan level. At CMC Finland, the proportion of women in deployments is monitored on two levels. Firstly, monthly tracking provides near-term forecasting based on secondment and repatriation rates of experts. This monthly tracking enables recruitment measures to be modified so that a steady representation of both women and men in deployments is maintained. Secondly, the number of women at each stage of the recruitment process is analysed in bi-annual deployment reviews. These reviews focus on the deployment rates of experts who have taken part in basic training and who are thus qualified to apply for positions in operations. This is done by producing deployment data disaggregated by sex and background. Together, these two levels of monitoring in addition to surveys with deployed and repatriated experts produce information on recruitment trends to continuously support human resources planning.



Figure 3.

The selection process of Finnish civilian experts for peace operations includes both inter-agency coordination in Finland and cooperation with the receiving operation.

¹² Report on the implementation of Finland's 2008-2011 National Action Plan for the Implementation of UNSCR 1325.

¹³ Shadow review of Finland's 2012-2016 National Action Plan for the Implementation of UNSCR 1325.

To improve gender parity at each stage of the recruitment process there must be active efforts to exert an influence on decisions and coordination to identify and correct possible embedded biases. Changes in seemingly unrelated internal processes can also affect the ratio of men and women deployed. For example, in 2019 the number of Finnish candidates recruited by operations was removed as a performance indicator for CMC Finland. This decision makes it possible to present more than one Finnish candidate for an open position to an operation, including in many cases both men and women. This, in turn, has improved the opportunity for receiving operations to influence the ratio of men and women they recruit based on national secondments.

At most stages of the recruitment process, the focus is on the equal treatment of both male and female candidates and on ensuring equal or adequate participation rates. However, preliminary steps in setting up the recruitment process itself can have the greatest overall impact. One fundamental step in the Finnish recruitment process is the decision on which open positions in international peace operations should be opened for Finnish applicants. This requires active efforts to balance foreign policy priorities with the availability of suitable candidates and resources, and is a demanding process in itself. Adding a gender parity goal further increases the complexity of this decision-making. The ratios of male and female experts in different professional categories could be key information to support this decision-making, but this information is often unavailable or not detailed enough.

Background matters

Professional background plays a key role in recruitment and in defining the position and roles of deployed experts in peace operations. Assignments differ for example between operational and support roles. There are differences in physical placement as well; that is, is an operation 'in the field', or is a position situated at a headquarters or in a secretariat in a global city such as Brussels, Geneva or New York. In countries with peace operations, the duties and service conditions also vary, as staff are often divided between an operation's HQ and field offices. Because of all the different positions and roles, the variation in professional backgrounds is a defining factor in determining the ratios between men and women in various assignments and the locations where they serve. Gender-based occupational differences in national services are usually carried over to international peace operations, often even exacerbated.

“While 13% of deployed women are employed by an NGO before their deployment, less than 1% of men have a similar professional background.”



While the range in the professional background among staff in peace operations has broadened over time, traditional security services still account for most of the deployed staff, with police being the largest professional category of deployed individuals. This is also the case for CMC Finland deployments in general, but a more nuanced picture emerges when the numbers are disaggregated based on sex. While nearly half of the deployed men come from a police background, in the case of women this background accounts for only 14% over the whole period from 2007 to 2019. This is broadly in line with the number of women serving in the police force in Finland, which has been growing over time, nearing 20% in 2020. The importance of improving gender balance among staff in national services to support similar initiatives for peace operations is a long-standing observation, yet national and international recruitment policies are still rarely linked.¹⁴

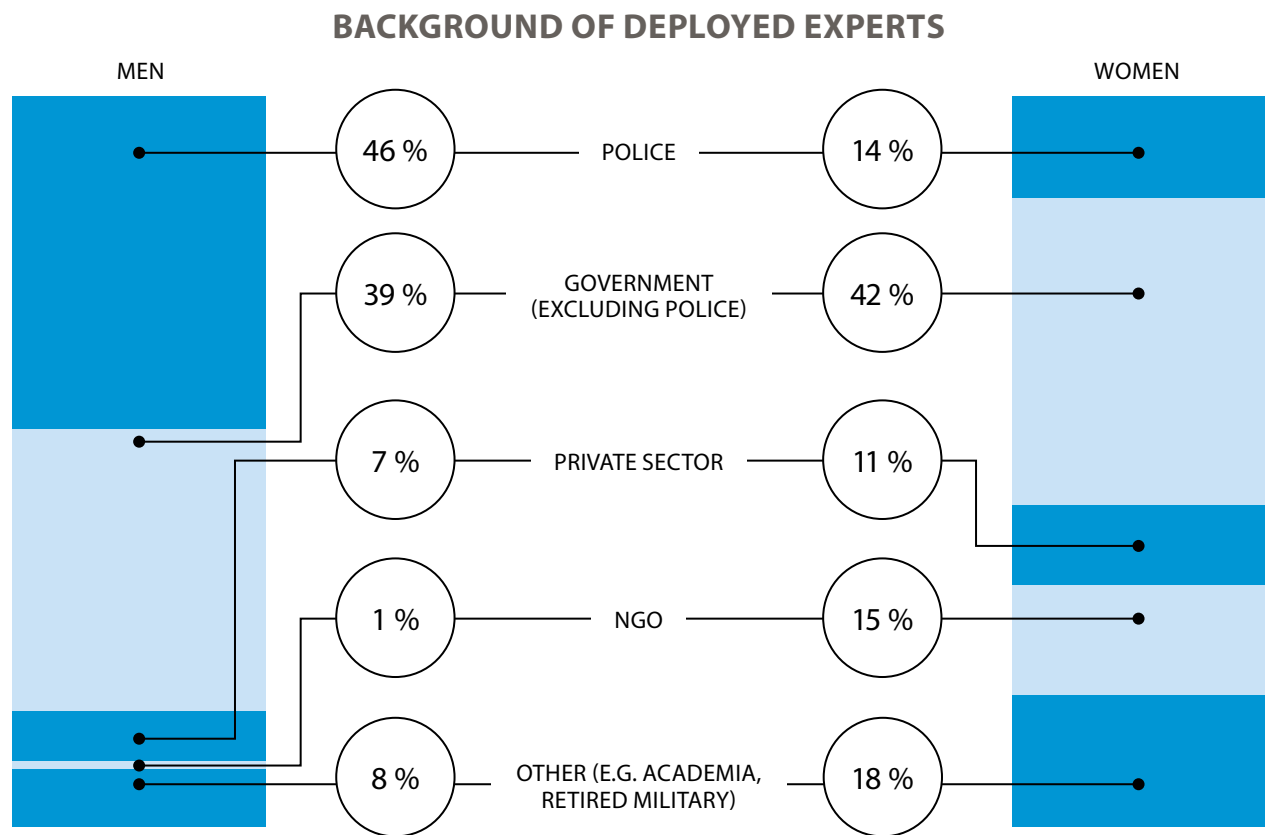


Figure 4. Along with the nearly half of the male experts deployed by CMC Finland who are police officers, male experts from the government and other categories are also more likely to have a background in the security services.

¹⁴ Meiske, M. 'Gender Balancing in CSDP Missions', EU Institution for Security Studies Alerts, 51/2015.

The lower proportion of deployed women with a background in the police force and other security services also means that the other background categories are more common compared with the deployed men. This is most dramatic in the case of staff coming from NGOs. While 13% of deployed women were employed by an NGO before their deployment, less than 1% of men have a similar professional background. Although the NGO sector employs more women in general, the difference in recruitment for civilian crisis management is significantly more pronounced. Female experts are also much more likely to have a background in the private sector or in other sectors, such as academia or international organisations. The gendered variation in the professional backgrounds of deployed experts is difficult to break down accurately, as differences also exist within professional categories, such as government, where there is divergence between the sectors of government in the representation of men and women. Ultimately, these gendered differences in the professional background of deployed experts can lead to different personal operational experiences for the deployed staff, where an expert's daily working environment, contribution to the operation and acquired knowledge begin to differentiate. Based on surveys with returning staff, these experiences are carried over as staff return from deployments and influence their perspectives in the future as well, further gendering knowledge about peace operations.¹⁵

Gendered deployments

The differences in the professional background of male and female experts, in combination with a recruitment policy that aims to increase the number of women, ultimately affects the functions performed by male and female staff on missions and where they serve. The professional background of female experts from Finland often includes a more heterogeneous mix of education and expertise, while the background of male experts, who often come from the security services and the police force, includes a more generalised and universal skill set. At first instance, it could be said that the variation in the professional backgrounds supports recruitment of women through opportunities for a broader range of operational positions in which they can be deployed based on background qualifications.¹⁶

“...individual applicants from more general professional backgrounds have a larger number of potential positions to apply to, making them more likely to be deployed”

However, having a wider variety of specific expertise can also hinder overall recruitment of women. Operational positions requiring more specialised expertise tend to open less frequently for applications in calls for contributions than do more standardised and general operational and support positions, such as many police tasks. This means that individual applicants with a more general professional background have a larger number of potential positions to apply to, making them more likely to be deployed. In the Finnish context, experts coming from a police background have submitted on average two times as many applications to open positions, compared with those experts coming from other professional backgrounds. Though this is also affected by the range of open positions, male experts from other professional categories also apply to more positions.

¹⁵ For a broader discussion on qualitative and quantitative factors of women's participation in peace operations, see: Baldwin, G. & Taylor, S. 'Uniformed Women in Peace Operations: Challenging Assumptions and Transforming Approaches', IPI Issue Brief, June 2020.

¹⁶ Female experts have held a significantly larger number of distinct titles in a wider range of operations and secretariat deployments.

The different conditions that employers, seconding organisations and operations set for deployment can also affect how men and women serve in operations.¹⁷ For example, the required threshold for experience for deployment set by the Finnish police seems to have an impact because the average age of first deployment of police experts is higher compared to civilians, where the required threshold for work experience is lower. Notably, the required threshold for experience set by the Finnish police is also higher than that set by international organisations in their recruitment. These types of conditions are strongly linked to social factors, for example family planning, as surveys conducted by Finnish experts have shown that female experts cite family-related factors more in their career planning, compared with male experts.¹⁸ This is particularly the case in decisions not to apply for deployment by individual experts. While further research is still needed, it seems likely that the higher requirement for work experience and family-related factors particularly affect the deployment rates of female police officers, who are on average older when being deployed for the first time, compared with other female experts.

Additionally, the variation in the professional backgrounds and skill sets, as well as social factors such as family planning affect the physical locations where experts serve. Positions requiring specialised expertise are often placed in mission headquarters and in secretariats that are mainly located away from operations. In the case of CMC Finland's deployments, this has led, at times, to a significantly pronounced gendered bias in deployments, where women more commonly deploy to mission headquarters located in capital cities, while men more commonly deploy to field offices with a stronger operational presence. In the case of high-risk operations, this gender imbalance is exacerbated. Though few in number, secretariat deployments are the extreme example of this deployment bias, as they have consistently included over 50% women, even 100% at times.

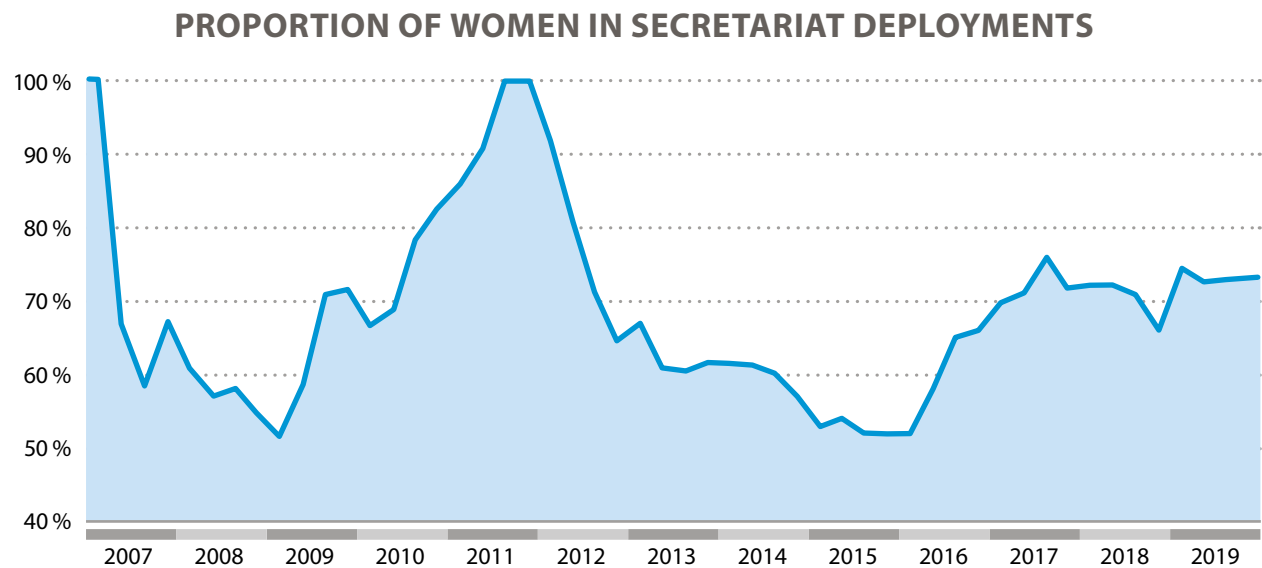


Figure 5.

Female experts have been consistently over-represented in secretariat positions; between 2007 and 2019 women have accounted for approximately 70% of all staff deployed to secretariats.

¹⁷ For a broader discussion on trends in seconding EU member states, see: Böttcher, C. 'Exploring EU Member States' Good Practices: Incentives for More Secondments into Civilian CSDP Missions', DGAP Analysis No. 5, July 2020.

¹⁸ For more information, see *A Gender Perspective in Civilian Crisis Management: Experiences of Finnish Experts from the Field*. CMC Finland 2011.

Career progression and redeployment

Retaining female staff is an often-highlighted problem, both in national security services and in peace operations¹⁹. It is also seen in CMC Finland's deployments. Overall, there are only small differences in the redeployment rates of women and men, with women having a slightly smaller reapplication and redeployment rate. Still, compared with men, a higher number of women returning from deployments never reapply for operational positions. In surveys, some reasons given for this are family planning, lack of potential positions to apply for and career progression at home. The larger proportion of female experts from higher education backgrounds likely explains this, as they have more alternative career paths compared with staff in national security services.

Some indicators on career progression also favour women, such as a higher recruitment rate for female experts who apply to a second deployment. Female police officers applying for a second deployment are a particular example of this, as they have a 100% recruitment rate for those officers proposed by CMC Finland as candidates to an operation. Overall, female police officers have the highest redeployment rate of all staff categories, as 70% have been deployed to an operation at least twice. To some degree, this is likely due to pull factors, such as drives to recruit more uniformed women by international organisations.²⁰ Police officers, in general, are more likely to reapply for deployment, reflecting the higher number and frequency of potential positions.

Women also have a faster career development in operations. Given that there is a high variation in the scope of individual positions in peace operations, it is difficult to accurately and comparatively measure how demanding the tasks of deployed experts are. For the Finnish staff, one way to do this is through comparing task ratings, which are determined nationally, and set the requirements for experience and pay grades. In the case of staff deployed by CMC Finland between 2007 and 2019, the aggregate task ratings of both male and female experts have grown over second and subsequent deployments. The reason for this is that usually the tasks become more demanding and the experts advance into mid- and senior-level management positions. Still, women seem to advance faster. The high proportion of police officers among the male experts explains this in part, as police experts more often deploy a second time into a role comparable with their first deployment, while civilians have more opportunities to advance to a higher-level position in their second deployment. The drive to raise the number of women in leadership roles also has had a potential impact, as these high-visibility positions are seen as important in promoting women's participation in peace operations.

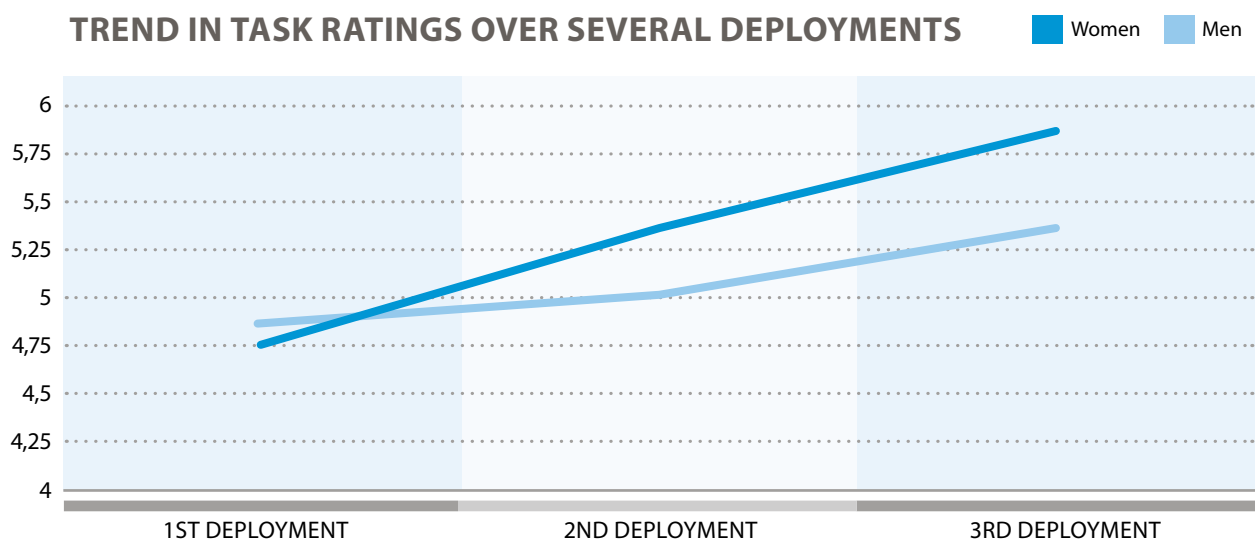


Figure 6.

Aggregate task ratings measure the average ratings of all deployments carried out by men and women. Although female experts seem to progress faster in subsequent deployments, the 0.5-point difference is still small considering the 8-point rating scale.

¹⁹ See for example <https://www.un.org/press/en/2019/sc13773.doc.htm>

²⁰ Such as the UN 'Global Effort', beginning in 2009. <https://police.un.org/en/un-police-gender-initiatives>

Unintended consequences of gender equality

While the gendered division of professional backgrounds explains many of the differences in the roles that men and women have in peace operations, gender-equality policies in recruitment have exacerbated these imbalances. Specifically, the gendered professional background of experts has had a pronounced impact on CMC Finland deployments, when the focus of training and recruitment policies has been to increase the overall number of women deployed. This begins with the selection process for a mandatory basic training course for potential secondees, which has an aim of training equal numbers of men and women. As women still form a significant minority in Finnish security services, this training goal has required taking on female students from other professional backgrounds, which make up a smaller number of staff in peace operations. Consequently, many female experts have fewer opportunities to be deployed because there are fewer open positions. In terms of recruitment, while preference can only be given to women in the case of equal candidates for an open position, application rounds are often planned to include positions for professional backgrounds with more potential female applicants to improve the overall number of women in deployments.

While both of these policies have contributed to an increased number of women being deployed, they are not without issue, as they tend to further skew the representation of women into those professional backgrounds where they are more strongly represented and from where they are recruited. In the long term, this has contributed to an imbalance in deployments, as some staff categories are female-dominated, while others remain male-dominated.²¹ Furthermore, these policies have tilted the composition of the roster of deployable experts away from the actual needs of peace operations.

Additionally, the impact of these policies has a social aspect. Given that male-dominated peace operations have a long history, the pool of potential secondees already includes more men with previous field experiences, whose average age is also higher. This combined with an influx of women with mainly civilian backgrounds, who tend to deploy at a younger age, has contributed to different age structures for deployed men and women. It is too early to say if this is a temporary phenomenon due to only 12 years of secondments under the current framework, or if it is a structural imbalance. The almost 10-year average age difference does mean that Finnish female experts potentially have more time to re-apply to missions, and thus have more opportunities to advance.

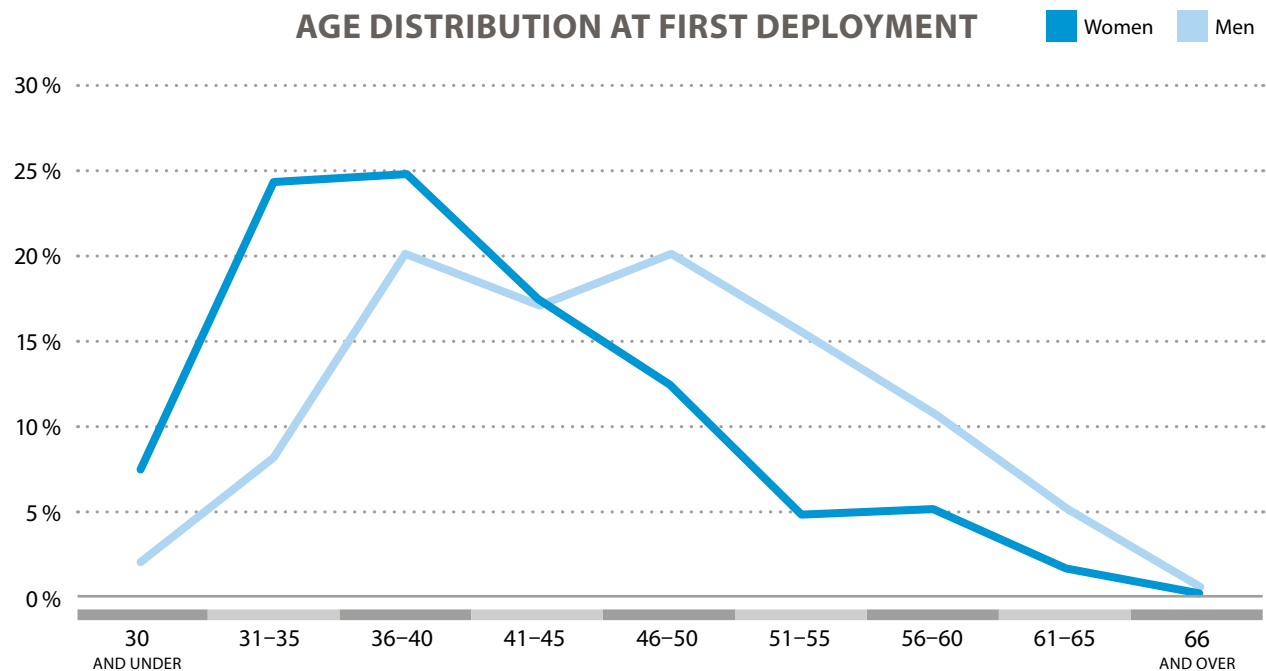


Figure 7.

On average, the female experts deployed by CMC Finland are nine years younger than male staff. An exception to this is female police officers, whose average age is higher than that of male officers.

²¹ For a discussion of male and female representation in different professional categories in the context of EU CSDP, see: Smit, T. 'Towards a more gender-balanced European Union civilian CSDP', SIPRI policy brief, Nov 2019.

Observations

1. Cooperation across the chain of deployment supports effective and inclusive recruitment

The work to build more inclusive and representative peace operations begins on the national level with the employers of deployed staff, who must set equal conditions for both male and female staff. An organised secondment system, whether a specific agency or a cooperation mechanism, can support this by maintaining standardised secondment practices and situational awareness of gender parity indicators. International organisations, secondment agencies and employers should coordinate their gender-equality policies to facilitate an inclusive chain of deployment, which includes considerations for the return of deployed staff from the field and potential redeployment. Potential secondees should be included as much as possible.²²

2. More focus is needed on the composition of rosters and the inclusion of men and women in all categories of staff

Gender balance and gender parity comparisons are standard tools for measuring representation, but should be used in a more detailed way, instead of an overall comparison of the numbers of women and men. In addition to the ratio of men and women overall in deployed staff, the composition of deployment rosters and the ratio of women and men in different professional subcategories should be measured and tracked. Short-term quantitative secondment targets should be set based on the actual and forecasted representation of men and women on deployment rosters at the subcategory level. Separate training and recruitment objectives should be set for different subcategories to build rosters that are more representative.

3. Bringing about sustainable change in the composition of rosters takes time and several phases

Building gender parity takes time and requires that focus be maintained over several phases and through policy changes. Most gender-equality strategies and action plans are drafted for a duration of three to five years, which is often too short of a time to effect change that is sustainable on its own. This means that continued efforts are required. For this reason, strategies and action plans should be drafted to include intermediate targets that support achieving principal aims as part of a series of plans or strategies. In the Finnish case, the quantitative deployment target of women has only been sustainably met during the third national action plan. The twelve years covered by Finland's national action plans is still too short of a time to change the composition of professional fields from which staff are recruited for deployments, such as the police force.

4. Gender balancing initiatives in recruitment can further exacerbate gendered differences if not planned well

Gender balancing can have unintended consequences when the objectives that are set are not in line with actual capabilities. In the case of recruitment, setting gender-balance targets without providing supporting analysis of the pool of potential recruits can lead to a gendered division of labour, where, for example, women are over-represented in the fields from which they are recruited, just to satisfy an overall quantitative target. The worst-case outcome is a gendered working culture, with separate professional categories dominated by men and women. To avoid this, initiatives that aim to increase the proportion of women in deployments should be broken down into sub-goals instead of overall targets, and be based on analysis of feasible actions.

5. Follow-up and analysis should be conducted over different time spans, should cover different levels of operation and should include different perspectives

Data gathering and analysis of recruitment trends is critical in identifying gaps in rosters and potentially underperforming job categories. To support analysis, data should be gathered in enough detail to explain trends, including qualitative information on secondments. This analysis should be conducted over different time spans. Statistics from shorter time periods can help in maintaining situational awareness of current trends and be of use in making forecasts, while longer-term analyses can set the direction for a future recruitment strategy.

²² See CMC Finland seminars on YouTube.

Conclusion: Moving forwards

Women's quantitative participation in Finnish civilian crisis management is drawing closer to that of men's. The first class of police cadets where men and women are equally represented has begun training at Finland's Police University College. At the same time, the ratio of men and women in first-time deployments by CMC Finland is getting close to 50/50. However, quantitative gender parity is still some time away. The new police cadets need six years of work experience after a 3.5-year training period simply to qualify for the mandatory basic training course for deployment to an operation. It will be 10 years before any new police cadet from 2020 will be available for deployment. Furthermore, the representation of men and women in different professional categories is still unbalanced and unaddressed. Maintaining sustainable levels of representation of both men and women throughout different roles and levels in peace operations still requires follow-up and further actions on both the national and international levels.

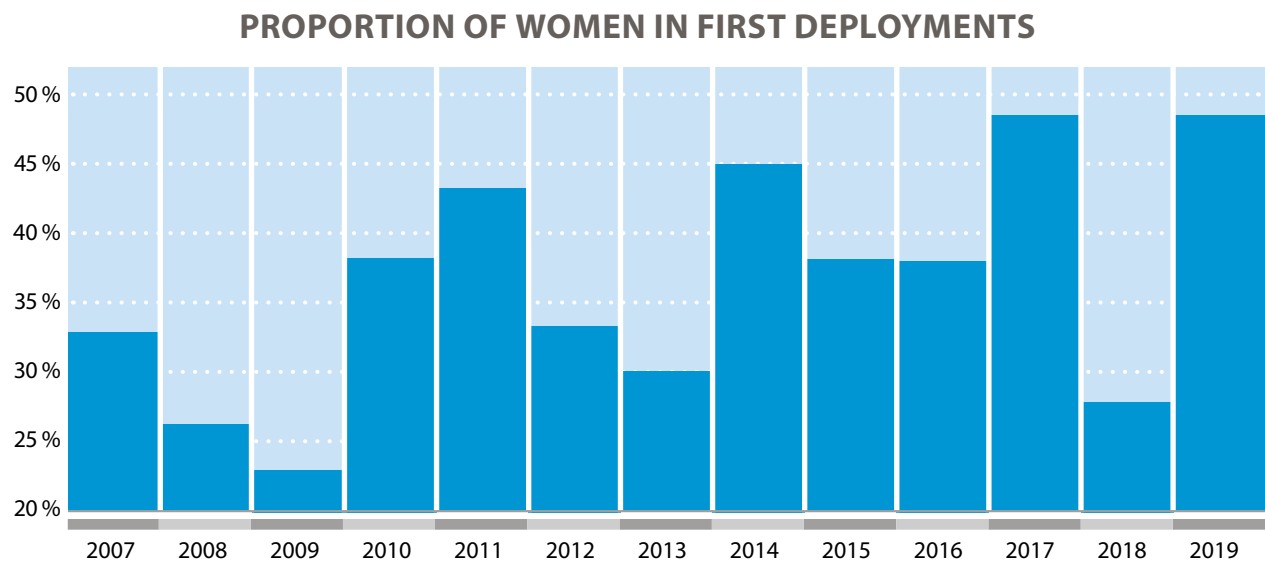


Figure 8.

Fluctuations in the ratio of deployed men and women are caused by changes in operational staff requirements and the types of positions open for application, rotation of staff in the field, and national priorities for recruitment. As female experts are still less likely to reapply after returning from a deployment, maintaining representation in first-time deployments supports overall participation.

