**Staff in the Departments of Peacekeeping Operations and Field Support (DPKO/FS)**

On 31 December 2011, DPKO and DFS comprised 3,272 staff (P-1 to USG) on contracts of one year or more at headquarters and non-headquarters locations. Women constituted 30 per cent of all posts, marking a decrease from 31.8 per cent in 2009 and a significantly smaller proportion than the Secretariat (38.7 per cent) and the UN system as a whole (40.7 per cent). Small declines were also seen in the field missions (non-headquarters) where women constituted 29.3 per cent of posts in 2011, compared to 30.3 in 2009.

**Representation of women in DPKO/DFS led missions (non-headquarters)**

The overall proportion of women in missions led by DPKO/DFS was 29.3 per cent in 2011[[1]](#footnote-1). At the higher levels of these missions (D-1 to USG), the proportion of women grew from 15.3 percent in 2009 to 17.5 percent, but remained well below the United Nations system average for these levels (29.5 percent). Significant progress was seen at the USG and D-1 levels, however, where the proportion of women increased by 14.3 and 7.4 percent respectively (Figure 17.1). However, this progress was undermined by decreases at the ASG and D-2 levels, where there are now only eight women out of 81 total posts (9.9 per cent). This contributes to the problems seen at these levels in the Secretariat as a whole, which is to be expected given that DPKO/DFS led missions account for a substantial portion of the ASG and D-2 posts in the Secretariat (51.4 and 27.8 per cent respectively). Therefore, if progress at the Ungraded levels of the Secretariat is to be accelerated, attention is required at the ASG and D-2 levels of DPKO/DFS led missions.

Figure 17.1 **Comparison of the percentage of women at the D-1 to USG levels of DPKO/DFS led missions, on contracts of one year or more, as at 31 December 2009a and 2011b**

*Source*: Department of Peace Keeping Operations and the Department of Field Support.

a A/65/334.

b Prepared based on data submitted by DPKO/DFS.

None of the 21 field missions with 20 or more international posts, achieved 40 percent or more representation of women across the Professional and higher levels. Ten missions had between 30 and 39 percent female representation[[2]](#footnote-2), while the remaining 11 had below 29 percent[[3]](#footnote-3). At the higher levels (D-1 to USG), only one mission, BNUB, achieved greater than 50 per cent representation of women andmost of the 21 missions had either no representation of women or less than 20 per cent at the higher levels (see Table 17.1)*.*

Table 17.1 **Percentage of women at the D-1 to USG levels of the Departments of Peacekeeping Operations and Field Support for missions with 20 or more Professional staff, on contracts of one year or more, as at 31 December 2011**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| *50 per cent* | *30-49 per cent* | *20-29 per cent* | *< 20 per cent* | *No women at the decision-making level* |
|  |  |  |  |  |
| BNUB (66.7%) | BINUCA (33.3%) | MONUSCO (22.7%) | MINUSTAH (13%) | MINURSO |
| UNAMA (30%) | ONUCI (25%) | UNAMI (14.3%) | UNOGBIS |
| UNMISS (35.7%) | UNSOA (25%) | UNAMID (16.7%) | UNIPSIL |
|   |   | UNIFIL (14.3%) | GSC-UNLB |
|   |   | UNMIK (12.5%) | UNOAU |
|   |   | UNMIL (17.6%) | UNPOS |
|   |   | UNMIT (16.7%) | UNSMIL |

*Source:* Department of Peacekeeping Operations and the Department of Field Support.

Women served as Special Representative of the Secretary-General (SRSG) or Head of Mission (HoM) in six missions,[[4]](#footnote-4) and as Deputy Special Representative in five missions.[[5]](#footnote-5) In BNUB and UNMISS, both the SRSG and DSRSG were women. Nine missions had at least one full-time gender adviser[[6]](#footnote-6) and all DPKO-led missions have appointed Focal Points for Women (FPW), though there remains concern that the voluntary nature of these posts severely limits their capacity to address the many issues that inhibit gender parity.

**Representation of women at headquarters locations**

Figure 17.2 shows the percentage change in the proportion of women at headquarters locations by department, between 2009 and 2011. Notably, DPKO and DFS display diametrically opposite trends at the P-2 and P-3 levels, with DFS demonstrating greater progress overall between the P-2 and P-5 levels (42.4 per cent women compared to 30.4 per cent). This is particularly noteworthy at the P-3 level, where the decrease at DPKO has jeopardized their attainment of parity at this level. Progress at the P-4 and P-5 levels in DPKO is significant given the slow progress at these levels across the UN system. However, even with a 5.6 decrease at the P-4 level, DFS continues to have a larger proportion of women at the P-4 and P-5 levels (37.9 and 40.7 per cent respectively). Both departments show significant declines at the D-1 level, though these levels are subject to greater fluctuation owing to the small overall numbers of staff. At the D-2 level DPKO has a higher proportion of women (66.7 per cent) than the system average at headquarters locations (27.4 per cent), a total of four out of six posts*.* Conversely, none of the four D-2 posts at DFS are held by women.

Figure 17.2 **Comparison of the percentage change in the representation of women at the P-2 to D-2 levels at DPKO and DFS headquarters locations, on contracts of one year or more, between 31 December 2009 and 2011**

Source: Department of Peace Keeping Operations and the Department of Field Support.

**Policies and practices of the DPKO and DFS**

Exit interviews with separating female staff revealed that work-life imbalance, limited career prospects, recruitment and appraisal processes, and unfavourable contract terms reduced the Departments’ ability to retain qualified women. However, technological advances, greater workforce diversity, and the increased complexity of organizations’ missions are contributing to a shift away from traditional management styles that tend to favor men. This macro-level shift may lead to more women moving into peacekeeping leadership positions, if it can be capitalized upon.

In view of this and the unsatisfactory rate of progress demonstrated by an overall decrease in the proportion of women, the DPKO and DFS are focusing on increasing the representation of women at the highest levels of leadership and decision-making, both at headquarters and in the field. To increase efforts towards gender parity and strengthen accountability over the selection of women, the Departments established the Bridging the Gender Gap in Peace Operations Action Group, based on the recommendations from a study conducted by the DPKO/DFS Focal Point for Women. The Group’s tasks will include reviewing each step of the outreach, rostering, selection, recruitment and deployment process, with a view to proposing measures to maximize the opportunity for identifying and attracting qualified women in each applicable stage of the process, both at headquarters and in the field.

The DPKO is also investing in several organizational change initiatives as part of its commitment to gender balance, especially for the senior decision making levels and to creating a gender-friendly work environment. To address these issues, in August 2011, the DPKO/DFS Senior Management Team established a Respect for Diversity SWAT Team chaired by the Director, Field Personnel Division and including senior staff members from missions and headquarters. The objectives of the team are to:

1. review each step in the outreach, selection, recruitment and deployment chain to maximize opportunities for identifying and attracting qualified international and national women;
2. examine the possibility of bias in performance appraisals, and to propose remedial measures such as bias awareness training for managers;
3. propose measures to improve the welfare of staff, particularly women serving in missions, and work with the Positive Work Environment Task Force to advance the efficient use of FWAs at headquarters;
4. suggest the necessary metrics to track situations addressed by the SWAT team;
5. measure progress towards improved gender diversity in the field and at headquarters, in all sectors, levels and missions.
1. This data is based on contracts of one year or more and includes special political missions [↑](#footnote-ref-1)
2. The United Nations Stabilization Mission in Haiti (MINUSTAH); the United Nations Interim Force in Lebanon (UNIFIL); the United Nations Assistance Mission in Afghanistan (UNAMA); the United Nations Mission for Iraq (UNAMI); the United Nations Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS); the United Nations Mission in Liberia (UNMIL); the United Nations Mission in the Republic of South Sudan (UNMISS); the United Nations Integrated Mission in Timor-Leste (UNMIT); the United Nations Political Office in Somalia (UNPOS); the United Nations Support Mission in Libya (UNSMIL). [↑](#footnote-ref-2)
3. The Global Service Centre – UN Logistics Base at Brindisi, Italy (GSC-UNLB); the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA); the United Nations Office in Burundi (BNUB); the United Nations Mission for the Referendum in Western Sahara (MINURSO); the United Nations Stabilization Mission in the Democratic Republic of Congo (MONUSCO); the United Nations Operation in Cote d’Ivoire (ONUCI); the African Union United Nations Hybrid Operation in Darfur (UNAMID); the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL); the United Nations Administration Mission in Kosovo (UNMIK); the United Nations Office to the African Union (UNOAU); the United Nations Support Office for AMISOM (UNSOA). [↑](#footnote-ref-3)
4. BINUCA, BNUB, UNFICYP, UNMIL, UNMISS and UNMIT. [↑](#footnote-ref-4)
5. BNUB, MONUSCO, UNAMI, UNAMID and UNMISS. [↑](#footnote-ref-5)
6. MINUSTAH, MONUSCO, ONUCI, UNAMA, UNAMID, UNIFIL, UNMIL, UNMISS and UNMIT. [↑](#footnote-ref-6)