



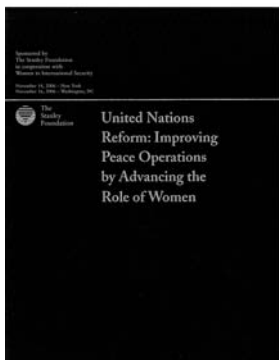
For 20 years, WIIS has provided a unique forum
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Women in Peace Operations: Increasing Leadership Opportunities Project Overview

Background

Women in International Security (WIIS) is a nonprofit, nonpartisan global membership organization dedicated to increasing the influence of women in foreign and defense affairs by raising their numbers and visibility, while enhancing dialogue on international security issues. Based at Georgetown University in Washington, DC, WIIS launched the Women in Peace Operations Project in 2006 to improve the capacity of international and regional organizations to engage in peace operations by expanding the opportunities available to women with relevant expertise.



In February 2007, WIIS and the Stanley Foundation published United Nations Reform: Improving Peace Operations by Advancing the Role of Women—a policy analysis brief with recommendations to enhance women’s roles within peace operations. These findings were generated at expert group meetings in New York and Washington, which identified barriers to women’s advancement and sought concrete ways to improve recruitment and selection of women for peace operations.

WIIS recently received a grant from the Compton Foundation to support the next phase of the Women in Peace Operations Project. This new research aims to improve understanding of the qualities and skills required to lead UN peace operations, promote the development of more transparent procedures for the recruitment of senior managers for peace-keeping missions, and encourage reform to provide expanded opportunities for women’s leadership.

Research Questions

To build upon the policy analysis brief, WIIS Executive Director Jolynn Shoemaker and consultant Camille Conaway are conducting interviews with former and current women in high-level positions in the UN Secretariat, in various agencies in New York, and in peace-keeping missions. Other interviewees include representatives of key national governments—host countries and those dispatching police and military personnel to peace operations—as well as practitioners and experts in non-governmental organizations and women’s groups. Key research questions include:

- 1 How many women have served in senior-level positions in UN peace operations? In which posts? What career paths led to these positions?
- 2 What are the qualities, experiences, and skills required to lead UN peace operations? What are the standard procedures for identifying and selecting the leadership of UN peace operations? Are women specifically recruited to fulfill UN goals of gender parity? How? By whom? Can rosters be effective in recruitment of qualified candidates, including women? Or should other mechanisms be created and tested?
- 3 Are Gender Advisors formally part of the senior leadership team of UN peace operations? Are they given an equally strong mandate, resources, access, and authority as other senior managers?
- 4 Are professional and senior-level women satisfied with the work environment in UN peace operations? Are opportunities for women influenced by family-duty designation or other factors? Is gender discrimination a problem? Are women leaders on equal footing with male counterparts—in policy and practice?

5 Does women's presence in leadership positions affect the management and overall operation of the mission? Of the outcomes and realization of the goals of the peace operation? In relations with the host country? In the recruitment of local staff? In the visibility of gender and women's issues? If so, why and how?

6 What are the obstacles and entry points to women's recruitment, retention, and promotion to management positions in peace operations? With regard to the role of national governments, what are the domestic procedures of key troop and police-contributing countries for identifying, recruiting, deploying, and supporting women as leaders in peace operations?

7 How can the UN, member states, and civil society encourage reform of bureaucratic and institutional structures to provide expanded opportunities for women? To increase the visibility of existing qualified female candidates and support their advancement? To promote transparency in the appointment, recruitment, and promotion process?

Product

The resulting report will include a literature review, data and analysis on the number of women who have served in senior-level positions in UN peace operations, and the impact of women's presence (if any) on the operations and outcomes of peace operations—for the UN and the host country. The paper will conclude with policy prescriptions for the UN and member states to facilitate women's leadership in senior-level positions, including specific mechanisms that can be developed or strengthened to identify and bring forward qualified female candidates. WIIS plans to launch the report in conjunction with International Women's Day in March 2008.

About the WIIS Team

Camille Pampell Conaway is a researcher, writer, and expert on women, peace, and security. As an independent consultant, she has published articles and studies for various UN agencies, the United States Institute of Peace, and non-governmental organizations and think tanks. From 2002-2004, she was a program associate with The Initiative for Inclusive Security in Washington, DC, and has worked for non-profit groups, universities, and the U.S. Department of State. Ms. Conaway holds a master's degree in international peace and conflict resolution from American University and is currently based in Baton Rouge, Louisiana. Ms. Conaway can be reached at +1 202-361-1805, SkypeID [cpconaway](#), or cpconaway@sbcglobal.net.

Jolynn Shoemaker is the Executive Director of WIIS. Previously, she handled international law and policy issues for the Initiative for Inclusive Security. She served as Country Director in the U.S. Department of Defense, focusing on the Western Balkans region, and completed two rotational assignments as an attorney in the General Counsel's Office for International Affairs. Ms. Shoemaker was a Presidential Management Fellow from 2000-2002, serving as the Regional Advisor for Southern and East Africa at the U.S. Department of State. She has a J.D. from Georgetown University Law Center and an M.A. from Georgetown University School of Foreign Service and has published articles and chapters on women and armed conflict, legal reform in post-conflict situations, and human rights. Ms. Shoemaker can be reached at +1 202-687-2817 or shoemakj@georgetown.edu.

About Women In International Security

WIIS is the premier global non-profit, non-partisan membership organization dedicated to increasing the influence of women in foreign and defense affairs by raising their numbers and visibility, while enhancing dialogue on international security issues. WIIS has a network of 5,000 people worldwide – with a dues paying membership base of 1,500. WIIS has international affiliates in 12 countries around the world and domestic chapters in four cities throughout the U.S. WIIS has members in 47 countries and 38 states, who are policymakers, military personnel, diplomats, legislative aides, scholars, students, journalists, business executives, and lobbyists at all stages of their careers. They work on diverse issues, ranging from nonproliferation and arms control, to terrorism, human rights, sustainable development, environmental security, and conflict resolution.