



**Best Practices of Care in
UN Peace Operations**

Policy Brief - 2

Richard Fosu, Eleanor Gordon, Anushka Chavan, Irine Hiraswari Gayatri,
Jane Townsley, Jennifer Grover, Joana Osei-Tutu, Lauren Lowe, Llan Kennealy

Global Affairs Canada is funding Monash Global Peace and Security centre (Monash GPS) to conduct a 3-year research project (2023-26) on uniformed personnel with caring responsibilities² in UN peace operations. This project is part of the Elsie Initiative³ and aims to contribute to increasing the meaningful participation of women among uniformed personnel in UN peace operations, and thereby enhance operational effectiveness, and advance gender equality. The project is the first to identify the causes and consequences of marginalising women with caring responsibilities from security institutions in Troop and Police-Contributing Countries (T/PCCs) and UN peace operations. This project aims to propose ways to reduce this marginalisation and thereby improve the recruitment, retention and promotion rates of women in security institutions, and their subsequent deployment to UN peace operations.

Project results are also anticipated to include UN peace operations and T/PCC security institutions being more gender-responsive and attentive to care responsibilities and needs, including the self-care and well-being of personnel. In turn, this is expected to contribute to improved workplace cultures and reduction of the factors that can contribute to stress, burnout and safeguarding cases.

This Policy Brief maps publicly available best practices supporting personnel with caring responsibilities in UN peace operations. It is intended to form part of the basis for primary data gathering. Subsequently, this mapping exercise will be expanded to include best practices identified in our fieldwork UN peace operations. It is important to note that best practice is often subjective and what is best practice in one context may not work in another. Adherence to the principles of context specificity, inclusion and gender equality is always important when considering applying best practices on supporting carers from one context to another.

Contents

| | |
|--|----|
| Introduction | 3 |
| Caring responsibilities and peace operations | 7 |
| Select Best Practices | 10 |
| Enabling and Constraining Factors | 16 |
| Recommendations | 18 |
| Notes | 20 |

Introduction

This is the second of two policy briefs that explore how the needs of uniformed personnel with caring responsibilities are attended to. Policy Brief #1, *Global Practices of Care in Security Institutions*, maps best practices for personnel with caring responsibilities in security institutions within T/PCCs. Building on it, this second brief focuses on UN peace operations to map policies that address the needs of peacekeepers with caring responsibilities. This is important not just for the individual peacekeeper who has caring responsibilities, but because of the growing evidence that points to a correlation between organisational attentiveness to care, gender equality and operational effectiveness.⁴ It is also important to note that deployment on operations is often a condition of promotion, so barriers to deployment for carers also feed lack of representation at senior levels in security institutions as well as on mission. Moreover, how the UN (and T/PCCs) cares for peacekeepers with caring responsibilities provide insights into its normative ideas or beliefs about what peace and security should look like.



Peacekeeper serving UNMISS. Photo: UNMISS/Grégorio Cunha, 2023

Continuous effort is needed to address underlying issues that reinforce gender roles and undermine progress toward gender equality in all aspects of society, including peace and security.

politically significant in its ability to frame global problems and global solutions.⁹ Drawing on the conceptual thinking of the UN as a source of global public policy ideas, this policy brief focuses on caring responsibilities as a peace and security issue, recognising that highly gendered, overlooked and undervalued nature of care work¹⁰ compromises women's engagement in peace and security practices, priorities and outcomes.¹¹

The UN has been a domain for the evolution of norms and standards on the distribution and balancing of family responsibilities with work.¹² Since its inception in 1919, the International Labour Organization (ILO) - which became a specialised agency of the UN in 1946 - has been at the helm of globalising workplace practices that recognise the need to be attentive to workers with caring responsibilities, particularly women given the gendered nature of care work. The Convention concerning the Employment of Women before and after Childbirth [Maternity Protection Convention, 1919 (No.3)] adopted at the first session of the International Labour Conference in 1919 provides, one of, if not the earliest policy blueprint on caring responsibilities and work.¹³ Shahra Razavi notes that the Convention was limited and only focused on public, private or commercial institutions, overlooking women who worked in domestic roles, for instance.¹⁴ However, it was a premier policy that guaranteed women's rights to paid maternity leave for up to 6 weeks and 30 minutes paid breastfeeding breaks during working hours.¹⁵

It is, of course, difficult to write of a single UN given its complexity. Some observers distinguish between the Secretariat and specialised agencies, funds and programmes.⁵ In the seminal UN Intellectual History Project, Jolly Richard, Emmerij Louis and Thomas G. Weiss identify three UNs: "...the UN of governments, the UN of staff members, and the UN of closely associated NGOs, experts, and consultants."⁶ The intersection of and interactions between and among these multiple UNs spawn policy "ideas and concepts... [that are] arguably the most important legacy of the United Nations."⁷ UN policy ideas have shaped global debates on peace and security through its agenda-setting, socialisation, norm creation, control and legitimation functions.⁸ UN policy ideas are

Subsequent iterations of this policy, including the revised Maternity Protection Convention, 1952 (No.103),¹⁶ Social Security (Minimum Standards) Convention, 1952 (No. 102),¹⁷ Workers with Family Responsibilities Convention, 1981 (No. 156),¹⁸ Maternity Protection Convention, 2000 (No. 183) and its accompanying R191 - Maternity Protection Recommendation, 2000 (No. 191),¹⁹ underscored the importance of being attentive and responsive to the needs of workers with caring responsibilities.²⁰ For example, the preamble of the Workers with Family Responsibilities Convention (No.156) noted that “the problems of workers with family responsibilities are aspects of wider issues regarding the family and society which should be taken into account in national policies.”²¹ Article 1 of the Workers with Family Responsibilities Convention (No.156) notes that workers caring for “dependent children” and “members of their immediate family” can “restrict their possibilities of preparing for, entering, participating in or advancing economic activity”.²²



Peacekeepers serving UNMISS.. Photo: UNMISS/Eric Kanalstein, 2017

The Homework Convention, 1996 (No.177)²³ was important in the evolution of the thinking around the home as a place of work for a large number of women.²⁴ The Domestic Workers Convention, 2011 (No. 189) notes that “increasing paid opportunities for women and men workers with family responsibilities” necessitate “greater [policy] scope for caring for ageing populations, children and persons with disability”.¹⁵ The collective effects of these conventions are seen in the increasing recognition of care work as labour.²⁶ The evolution of ideas and policies on care work as labour has led to a rethinking of gender relations and its constitutive effects on society including on peace and security. The gendered nature of care and its implications for the career of carers, particularly carers in security institutions and peacekeeping,²⁷ means that “no substantive progress can be made in achieving all dimensions of gender equality in the labour force before inequalities in unpaid work are tackled through their effective recognition, reduction and redistribution between women and men, as well as between families and the State.”²⁸

Collectively, these Conventions have extended the scope of protection to a larger category of women workers including those non-industrial, agricultural, home and domestic workers²⁹ And those in “...atypical forms of dependent work.”³⁰ These Conventions enjoin member states to adopt national legislative instruments to ensure that “...maternity does not constitute a source of discrimination in employment...”³¹ Laura Addati notes that while the efforts of the ILO have led to the universalisation of the principles of maternity protection, which are critical to achieving gender equality at work, they have fallen short of achieving their gender transformative potentials.³² This shortfall results from persisting traditional gender roles that disproportionately assign unpaid care work and caring responsibilities to women.³³ Compounded by structural and resource constraints on the implementation of maternity protection laws, especially in developing countries,³⁴ women are often seen as substitutes for the shortcomings in social protection systems.³⁵ Continuous effort is needed to address underlying issues that reinforce gender roles and undermine progress toward gender equality in all aspects of society, including peace and security.

Therefore, when considered together and within the framework of UN policy ideas, the Women, Peace and Security (WPS) agenda emerges as an interrelated part of the broader efforts to centre care, care work and caring for careers as integral to peace and security.³⁶ The WPS agenda recognises that peace operations are vehicles for achieving gender equality within peacekeeping missions and as well as a means for promoting gender equality in post-conflict environment.³⁷ The “... intersection of work with maternity, paternity and care responsibilities...”³⁸ continue to undermine women’s participation in national militaries and police, and international peace operations.³⁹ For instance, a constituent part of the WPS agenda, UN Security Council Resolution 2538, recognises the burden of child care as a barrier to women’s participation in peacekeeping and urges member states to “[take] measures to provide support and incentives including child care and other relevant needs.”⁴⁰ This means the promotion of family friendly policies is crucial for achieving meaningful participation of women in peace operations.⁴¹

Caring responsibilities and peace operations

Despite efforts by the UN to increase the number of uniformed women in peacekeeping and enhance women's meaningful participation in peace operations, most notably demonstrated in its Uniformed Gender Parity Strategy (2018-2028),⁴² women are still underrepresented. As of 2022, women comprise only 7.8% of uniformed personnel, and the proportion of female troops from T/PCCs is only 6.8% (compared with the UN Uniformed Gender Parity Strategy target of 9%).⁴³ This low representation of uniformed women in peacekeeping can be partly explained by several socio-economic and cultural factors that arise from, and affect, the expectations of women as carers. Women's lower participation rates in militaries, stemming from both legal restrictions and gender roles, has meant fewer numbers of women in national militaries which affect the legible pool of women that can be deployed for peace operations.⁴⁴ When female personnel become mothers, gendered military cultures and broader social expectations about motherhood affect their ability and opportunity to deploy. There is evidence that after childbirth, female soldiers are no longer seen as "ideal" or the "perfect physical soldier" and unfit for some jobs and military assignments.⁴⁵

Lower levels of socio-economic development in some T/PCCs in the Global South contribute to the lack of attention given to caring responsibilities as a peace and security issue.⁴⁶ Decisions by female peacekeepers to deploy is affected by the availability of a reliable carer for their children (or others they care for) while on peacekeeping missions.⁴⁷



Female Engagement Team members from the Malawi contingent serving in MONUSCO. Photo: MONUSCO, 2022

When female personnel become mothers, gendered military cultures and broader social expectations about motherhood affect their ability and opportunity to deploy.

With inadequate childcare support systems, especially among T/PCCs in the Global South, many uniformed women rely on relatives to care for their children.⁴⁸ This causes harm to family members arising from “...time poverty and reduced participation in paid work.”⁴⁹ Female personnel, especially single mothers with no (trusted) relatives, often refuse longer deployment (defined in one study as 1 year).⁵⁰ For those who deploy longer, concerns about the safety and well-being of their children at home are often sources of stress and anxiety. Female personnel with young children who deploy are seen as bad mothers and are stigmatised within security institutions at home, among the contingent and in society for choosing money over caring for their children.⁵¹

Cultures of protection permeate security institutions, and in some countries, it is considered an institutional and national duty to protect women from dangerous peace operations.⁵² And, especially when they become carers, motherhood and career development in security institutions are seen as irreconcilable “ways of life”.⁵³ These protective cultures are also very often based on taboos surrounding women’s sexuality and are interlinked with stereotypes of traditional gender identities. For instance, some female uniformed personnel encounter disapproval from communities for being “...more man-like and less feminine than civilian women.”⁵⁴ Others experience concern for their well-being even on regular deployments,⁵⁵ resulting in the forfeiture of the opportunity to serve on peace missions that require them to move farther away from their homes and for extended durations.

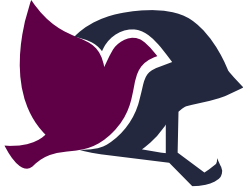
Security institutions consider that deploying mothers comes with burdens of “... administrative arrangements ... [and] ridden with the moral guilt of separating a mother from her children”,⁵⁶ considerations that may not apply to other personnel. The culture of protection impacts upon the meaningful participation of uniformed women during deployment.⁵⁷ For instance, mission leadership may regard women within contingents as in need of protection, and female casualties – more than male casualties – as personal failures in their masculine duty to protect.⁵⁸ The gendered protection norm is especially powerful when female personnel have caring responsibilities at home, given the gendered nature of care and the symbolic potency of the mother.⁵⁹ There are reports that mission leadership have been more cautious when deciding whether or not to keep women on the base and have prevented them from interacting with communities, which affects the mission mandate in the context of WPS, impacts team cohesion, and may reduce the likelihood of women pursuing subsequent deployments.⁶⁰

While cultural factors influence the gendered expectations around caring responsibilities, the key challenge is socio-economic in nature. To say that women are primary carers and often struggle to combine care work with military work raises a policy question of what support services can be provided to women to secure and maintain a better work/family-life balance. Many countries have attempted to address the strains military life can have on families and the subsequent impact this has on their work life, notably by providing mental health support and increased access to communication with families during deployment. However, the negative impacts of deployment vary between T/PCCs and the types of support they provide to personnel.⁶¹ Oftentimes, assumptions about the potential resource implications of providing these forms of support leads to inaction, despite evidence showing that support is not always resource dependent.⁶² Further justifications for inaction arise from the framing of the departure of personnel with caring responsibilities from T/PCCs and/or non-deployment on peace operations as a matter of ‘personal choice’, rather than a political issue with implications for efforts to advance peace and security.⁶³ Given evidence on the “...indispensable role of women in increasing the overall performance and effectiveness of peacekeeping operations...”⁶⁴ and awareness that women typically shoulder the burden of care work globally,⁶⁵ the UN can demonstrate that caring for carers is a critical enabler to mission success. The UN has both material and non-material capacity to create enabling conditions to better address the needs of peacekeepers with caring responsibilities. It has also demonstrated commitment to ensure peacekeepers are adequately supported in the field, including by urging Member States support those with caring responsibilities by providing child care support and other forms of support and incentives.⁶⁶ Ideationally, normalising caring for carers as a peace and security issue can encourage T/PPCs to recognise that issues around care and caring responsibilities are not extraneous to the operational effectiveness of peace operations, but fundamental to it. UN policy ideas about caring responsibilities can have transformative socialising effects on gendered military cultures in T/PCCs.



UNMISS peacekeepers. Photo: UNMISS/Gregorio Cunha, 2023

Select Best Practices



The Elsie Initiative for Women in Peace Operations, launched by the Government of Canada in 2017, has been critical in addressing the challenges of increasing the number of uniformed women in peace operations and has drawn attention to their meaningful representation (i.e. representation across ranks and functions). With the aim of creating more inclusive and effective peace operations, the Elsie Initiative consists of working with the UN and T/PCCs, the establishment of the **Elsie Initiative Fund** (a global multi-partner UN fund), global advocacy, and support for research on women in peace operations, as well as monitoring and evaluation.⁶⁷



In 2018, the UN adopted its **Uniformed Gender Parity Strategy**,⁶⁸ which aims to enhance the meaningful representation of uniformed women in peacekeeping, across both UN peace operations and headquarters. The Strategy sets targets to increase the number of uniformed women in military, police, justice and corrections institutions. It also outlines actions required to create an enabling environment to achieve those targets.



In the 2018 **Gender Responsive United Nations Peacekeeping Operations Policy**, the UN enjoins the DPKO and DFS to promote initiatives to recruit, retain and promote women in peacekeeping. This includes integrating gender equality and WPS mandates in operational staff work and tactical activity.⁶⁹



A **2021 MONUSCO Practice Note** recommends that “uniformed women be routinely deployed for the same length of time as their male counterpart...” to increase the visibility of female peacekeepers and encourage further unit cohesion.⁷⁰ The Note also acknowledges the need to consider individual circumstances and recommends shorter tours be approved for women with childcare responsibilities.⁷¹ Regular and adequate communication between personnel on deployment and their family at home have been found to reduce mental health problems and contribute to operational effectiveness.⁷²



The **UN policy on breastfeeding** aims to “...[assist] staff members who are nursing mothers to achieve better balance between professional and personal lives through a more family-friendly work environment...”⁷³ The policy allows nursing mothers of infants under the age of two years to bring their child into work and be given time off during working hours to breastfeed their child, or express milk. It also mandates officers in charge of facilities management to provide furnished facilities so that nursing mothers may comfortably and privately breastfeed or express milk. Nursing mothers can combine time off with flexible working arrangements and can travel with infants on official duties with costs subsidised by the UN. Currently, lactation rooms are located in the General Assembly, Conference and Secretariat buildings at the UNHQs.⁷⁴ **The UN Interim Administration Mission in Kosovo (UNMIK)** has established lactation rooms and facilities, including a fridge, and provides staff with childcare items, including changing tables, cribs, books and toys, and access to internet for parents who need to continue working while caring for their children.⁷⁵ Based on advice from stakeholders, the **UN House in Abuja Nigeria** has opened a room for care-givers to bring children to visit their parents during working hours, and is situated on the first-floor to ensure it is accessible.⁷⁶



MONUSCO peacekeepers from Pakistan.
Photo: MONUSCO/Kevin Jordan, 2020



The **Pledging Guide for the 2023 United Nations Peacekeeping Ministerial** highlights the need to support a culture which promotes well-being and care, by providing training and awareness raising among personnel, prior to and during deployment. It also calls for increased attention to mental health support and services following deployment.⁷⁷ Caring for carers with psychosocial services during deployment is essential for personnel with family-related stress to seek help.⁷⁸



Extended paternity leave arrangements in the UN allows for up to 8 weeks for personnel serving in non-family duty stations.⁷⁹ Extended paternity leave arrangements respond to the caring responsibilities and needs of fathers, while also helping to influence the gendered nature of care work where women tend to shoulder the greatest burden. In turn, this can help enable women to join and remain within T/PCCs as well as deploy on peace operations.



MONUSCO peacekeepers, including Pakistan Female Engagement Team member. Photo: MONUSCO/Kevin Jordan, 2020



Personnel of the **Ghana Armed Forces (GAF)** deployed in missions are entitled to 30 days of annual leave. The Armed Forces subsidise this leave/vacation, which must be taken in Ghana. The subsidised home visit during deployment was a policy change in GAF which occurred in 2017 following the UNDPPO 2016 decision to deploy formed troops for 12-months rather than the previous 6-month period.⁸⁰ Following the increase in deployment duration, there were reports of increased stress and fatigue among Ghanaian peacekeepers resulting from long separation from their families. The subsidised home visit was adopted to allow personnel to go back home and visit with the family and undertake other care duties. While the subsidised home visit has improved the work-life balance among GAF peacekeepers, “...due to the increased responsibilities that most Ghanaian women have with respect to their families, the policy represents an important mechanism for enabling women’s participation in [peace operations] in Ghana.”⁸¹



Ghanaian peacekeepers serving UNMISS. Photo: UNMISS/Gregorio Cunha, 2023



The Kofi Annan International Peacekeeping Training Centre (KAIPTC) in March 2021 rolled out Africa’s first-ever course on Mental Health for Peace Support Operation (PSO) personnel. The course – Mental Health and Psychosocial Support (MHPSS) – targets military, police and civilian personnel deployed in high-intensity PSOs and Humanitarian Assistance Missions.⁸² One of the course modules focuses on identifying signs and symptoms of stress in PSO settings.⁸³ Personnel who undertake this course are expected to improve on self-care and care for others. An online version of the course is available and can be taken by other T/ PCCs.⁸⁴



The Jordanian Armed Forces Gender Mainstreaming Strategy 2021-2024 Strategic Framework and Implementation plan has specific measures aimed at: “Providing the necessary support to provide childcare services for male and female workers in JAF to enable them to achieve work-life balance (giving priority to females).”⁸⁵ These measures include the establishment of 4 childcare services by 2024.



The Australia National Defence Strategy (2024) underscores, simultaneously, the importance of diverse teams to improve capabilities, the need for reform to improve wellbeing and mental health, and the critical role that families play in the “retention and operational effectiveness of ADF [Australian Defence Force] personnel.”⁸⁶ Crucially, the Strategy links care responsibilities with self-care, recognising their families are a critical sources of support for the health and wellbeing of ADF personnel. The Strategy also commits to providing support to ADF personnel and families to ensure they have the rights information and support to be healthy, fit and perform their roles.



Staff of KAIPTC and Global Affairs Canada (GAC). Photo: Joana Osei-Tutu, 2023



The Norwegian Government, including the Norwegian Armed Forces allow personnel to make changes to their careers to adjust to and meet the needs of their circumstances and provide support measures such as childcare, parental leave, and elder care. The Norwegian Armed Forces supports personnel in balancing domestic and professional responsibilities.⁸⁷



The Indonesian Armed Forces (IAF) has adopted gender-responsive measures to increase women participation in peacekeeping under its commitment to the WPS agenda. Since 2014, the Indonesia Women's Navy Corpsmen have been on Landing Ship Tank (LST) and Landing Platform Dock (LPD) warships or base ships as a result of deliberate inclusive measures. For instance, the IAF has equipped its warship "Diponegoro 365" with adequate and separate accommodations for male and female soldiers, including sanitary facilities and products for women. These provisions demonstrate the IAF's duty of care to its personnel.



Norwegian armed forces. Photo: Norwegian military, 2010

Enabling and Constraining Factors

The underrepresentation of women in UN peace operations emanates, in large part, from the gendered nature of unpaid care work. There is growing evidence that employing a care lens offers a transformative capacity to humanise – and increase the effectiveness of – efforts to advance peace and security through the recognition and response to the needs of others.⁸⁸ The select best practices outlined above indicate that there are synergies between organisations that recognise and respond to the needs of their staff with caring responsibilities, and those that recognise and respond to the broader well-being and care needs of their personnel. Moreover, there is growing evidence that these same organisations are also often the most operationally effective; able to advance inclusive and responsive programmes, garner public support and trust, and consolidate a positive workplace culture.

There is growing evidence that employing a care lens offers a transformative capacity to humanise – and increase the effectiveness of – efforts to advance peace and security through the recognition and response to the needs of others.

The gendered nature of unpaid care work is such that without organisational support for carers, women's career development in security institutions suffers, which, in turn, undermines efforts to advance the meaningful participation of women in peace operations. Women are more likely than their male counterparts to leave security institutions or fail to deploy on peace operations when they become carers, typically parents. Thus, the treatment of caring responsibilities as a private issue – rather than a political issue or organisational responsibility – has undermined efforts to advance gender equality in the sector.⁸⁹ Moreover, there is evidence that the availability of support for women with caring responsibilities affects their decision to deploy on longer peace operations.⁹⁰ This demonstrates that not deploying on peace operations, or leaving the security sector, is not just a matter of personal choice as organisations can provide support that will enable carers to deploy, or remain in the sector. It is, of course, not just the individual employee who will benefit, but also the organisations and operations that can attract and retain talent and benefit from a diversity of skillsets, knowledges and capabilities.



UNMISS peacekeepers from Mongolia, India and Namibia. Photo: UNMISS/Gregorio Cunha, 2023

Recommendations

- **Training:** Train personnel on the relationship between supporting personnel with caring responsibilities and organisational diversity, positive workplace cultures and operational effectiveness. This should include creating awareness of the importance of supporting carers, the tangible support that can be provided, the challenges they face and consequences for peace operations. This includes specialist training provided to Gender Advisors and Gender Focal Points.
- **Coaching:** Provide coaching to in-mission leadership at all levels on the operational benefits of having diverse teams in the field, including personnel with caring responsibilities, and the importance of commanders including their Gender Advisor as part of the planning and conduct of operations.
- **Accountability and discipline:** Empower leadership at all levels to take action against individuals who discriminate against personnel with caring responsibilities.
- **Institutional Carer Assessments and Strategies:** Map the needs of personnel with caring responsibilities; develop strategies to address those needs and ensure carers are treated fairly across the institution and in operations; create monitoring and evaluation framework to assess implementation of those strategies.⁹¹
- **Age Limits:** Review the maximum age limit of 55 for women deploying on peace operations, to provide an opportunity for them to undertake deployments once their caring responsibilities are completed.
- **Targeted Career Pathways and Access to Training:** T/PCCs to identify ways to provide women with training and deployment opportunities before and after having children. This way, women may gain experience required for career progression. For instance, providing post-maternity leave training can ensure they can easily reintegrate with their cohort without being disadvantaged and/or disenfranchised about remaining in the security sector.
- **Wellbeing and Self-Care:** Support wellbeing and self-care for deployed personnel, including through awareness raising activities and provision of information, as part of a broader effort to advance an ethics and understanding of care in peace operations.
- **Improved data collection methods:** The UN can address critical gaps in equality by enhancing evidence-based decision- and policy-making through the implementation of greater gender-responsive data collections methods.⁹² These should not only include sex- and age-disaggregated indicators,⁹³ but also measure caring responsibilities among personnel and data relevant to the retention of women in security institutions as it relates to having children.

- **Human Resources:** Improve and reform human resource policies to better respond to the needs of carers, including policies on working arrangements, and improved access to leave - maternity, paternity, and care leave – including both paid and unpaid leave to accommodate personnel who require abrupt access to leave, and enabling more families to be stationed with deployed personnel where feasible.⁹⁴
- **Awareness Raising on Available Support for Carers:** Ensure peacekeepers with caring responsibilities, or those who are planning or expecting to become carers, are aware of policies available that can support them when needed. Further, male peacekeepers with caring responsibilities should be encouraged to access parental leave to challenge negative assumptions and connotations of who gives care.⁹⁵
- **Communication Strategy:** Develop a communication strategy to profile peacekeepers who are carers on deployment, including feedback from leadership concerning their positive impact on the mission outcome.

Notes

1. Monash GPS is grateful to Global Affairs Canada for funding this project, as part of the Government of Canada's Elsie Initiative for Women in Peace Operations.
2. 'Caring responsibilities is a term that acknowledges the essential (usually unpaid) activities that carers perform for themselves, and others, in response to a specific need. The term gives credence to the argument that care work is in fact labour, and not simply "help".' Gordon E and Jones B (2022) Caring for carers in international organisations: Ensuring Inclusive, Responsive and Effective Peacebuilding. DCAF Policy Brief 1B, Opportunities for Women in Peacekeeping: Policy Series. Geneva: The Geneva Centre for Security Sector Governance (DCAF). <https://www.dcaf.ch/caring-carers-international-organisations>.
3. Team Members include: Dr Eleanor Gordon (Project Lead), Monash University; Professor Katrina Lee-Koo, Monash University / University of Queensland; Dr Richard Fosu, Monash University; Lauren Lowe, Monash University; Joana Osei-Tutu, Deputy Director Women, Youth, Peace and Security Institute, Kofi Annan International Peacekeeping Training Centre / Monash University (Global Consultant); Jane Townsley, Executive Director, International Association of Women Police (Global Consultant); Dr Irine Hiraswari Gayatri, Cluster Research on Foreign Policy and International Issues, Research Centre for Politics, BRIN (Indonesia Consultant); Anushka Chavan (India Consultant); WGCDR Lani Kennealy (Retd), MA (Global Consultant); Jennifer Grover (Global Consultant); Council for Strategic and Defence Research (CSDR) (India Consultant / Partner).
4. Gordon E (2024) 'Peacebuilding practitioners with caring responsibilities: Navigating COVID-19 challenges and opportunities to advance an ethics of care in peacebuilding,' Global Change, Peace & Society, doi: 10.1080/14781158.2024.2311430; Gordon E (2022) 'Careless Talk Costs Lives: The Causes and Effects of Marginalising Peacebuilding Practitioners with Caring Responsibilities', Journal of Intervention and Statebuilding 16(4): 413-433, doi: 10.1080/17502977.2022.2065161; Gordon and Jones, Caring for Carers in International Organisations; Gordon E and Jones B (2021) Building success in development and peacebuilding by caring for carers, University of Warwick. <https://publishing.warwick.ac.uk/index.php/uwp/catalog/book/10>; Jones B and Gordon E (2021) 'Not a Care in the World: an exploration of the personal-professional-political nexus of international development practitioners working in justice and security sector reform', International Feminist Journal of Politics 23(5): 785-808, doi: 10.1080/14616742.2021.1894207.
5. Razavi S (2020) 'What does the UN have to say about family policy? Reflections on the ILO, UNICEF, and UN Women,' in Nieuwenhuis R and Van Lancker W (eds.), The Palgrave Handbook of Family Policy. Palgrave Macmillan: Cham, doi: 10.1007/978-3-030-54618-2.
6. Jolly R, Emmerij L and Weiss, TG (2009) UN ideas that changed the world. Indiana University Press, Bloomington, 32-33.
7. Jolly, Emmerij and Weiss, UN ideas that changed the world, 39.
8. Thérien J-P (2015) 'The United Nations ideology: From ideas to global policies,' Journal of Political Ideologies, 20(3): 221-243, doi: 10.1080/13569317.2015.1075262.
9. Thérien, 'The United Nations ideology.'
10. Rai S, Hoskyns C and Thomas D (2014) 'Depletion: The cost of reproduction,' International Feminist Journal of Politics 1: 86-105, doi: 10.1080/14616742.2013.789641.
11. Monash University, University of Warwick, RMIT, University of Sydney [and IIAB members] (2023) Who Cares in Peacebuilding, Concept Note, 29 October, https://www.monash.edu/data/assets/pdf_file/0008/3443624/Who-Cares-in-Peacebuilding-Concept-Note-29-October-2023.pdf.
12. Razavi, 'What does the UN have to say about family policy?'
13. International Labour Organization [ILO] (n.d) C003 - Maternity Protection Convention, 1919 (No. 3). https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:312148.

14. Razavi, 'What does the UN have to say about family policy?'; Also see Article 3 of the ILO Maternity Protection Convention, 1919 (No. 3).
15. See ILO, Maternity Protection Convention, 1919 (No. 3), Articles 3 and 4.
16. International Labour Organization (n.d) Maternity Protection Convention (Revised), 1952 (No.103). https://normlex.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:312248.
17. International Labour Organization (n.d) Social Security (Minimum Standards) Convention, 1952 (No. 102). https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C102
18. International Labour Organization (n.d) Workers with Family Responsibilities Convention, 1981 (No. 156). https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C156#:~:text=This%20Convention%20applies%20to%20men,or%20advancing%20in%20economic%20activity.
19. International Labour Organization (n.d.) R191 - Maternity Protection Recommendation, 2000 (No. 191). https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:312529
20. International Labour Organization (n.d) Maternity Protection Convention, 2000 (No.183). https://normlex.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C183.
21. International Labour Organization (n.d) Workers with Family Responsibilities Convention, 1981 (No. 156). https://www.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C156#:~:text=This%20Convention%20applies%20to%20men,or%20advancing%20in%20economic%20activity.
22. ILO (n.d) Workers with Family Responsibilities Convention, 1981 (No. 156).
23. International Labour Organization (n.d.) Home Work Convention, 1996 (No. 177). https://normlex.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_INSTRUMENT_ID:312322.
24. Razavi, 'What does the UN have to say about family policy?'
25. International Labour Organization (n.d.) Domestic workers convention, 2011 (No. 189). https://normlex.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:12100:0::NO::P12100_ILO_CODE:C189.
26. See, International Labour Organization (2014). Maternity and paternity at work: Law and practice across the world. International Labour Office, Geneva. <https://www.ilo.org/migration-stub-7235/maternity-and-paternity-work-law-and-practice-across-world>; International Labour Organization (2018) Care work and care jobs for the future of decent work. International Labour Office, Geneva. <https://www.ilo.org/publications/major-publications/care-work-and-care-jobs-future-decent-work>.
27. Piaget K and Rislér C (2021) The duty of caring. Opportunities for Women in Peacekeeping: Policy Series, Policy Brief 1 A, DCAF, Geneva. https://www.dcaf.ch/sites/default/files/publications/documents/Elsie_Policy_Brief_1A_FINAL.pdf.
28. ILO, Care work and care jobs for the future of decent work, 104.
29. Addati L (2015) 'Extending maternity protection to all women: Trends, challenges and opportunities,' International Social Security Review, 68(1): 69-93, doi: 10.1111/issr.12060.
30. ILO, Maternity Protection Convention (Revised), 1952 (No.103), Article 2.
31. ILO, Maternity Protection Convention (Revised), 1952 (No.103), Article 9.
32. Addati, 'Extending maternity protection to all women.'
33. Holmes R and Jones N (2013) Gender and social protection in the developing world: Beyond mothers and safety nets. Zed Books, London, doi: 10.5040/9781350220300.
34. Son K (2024) 'Ship of Theseus: From ILO standards to outcome of maternity protection policy,' Journal of Social Policy, 53(1): 189-217, doi: 10.1017/S0047279422000010.
35. Addati, 'Extending maternity protection to all women.'

36. Gordon and Briony, Caring for carers in international organisations.
37. Karim S and Beardsley K (2017) *Equal Opportunity Peacekeeping: Women, Peace and Security in Post-Conflict States*. Oxford University Press, New York. <https://doi.org/10.1093/acprof:oso/9780190602420.001.0001>.
38. Addati, 'Extending maternity protection to all women,' 70.
39. Newby VF and Sebag C (2021) 'Gender sidestreaming? Analysing gender mainstreaming in national militaries and international peacekeeping,' *European Journal of International Security*, 6: 148–170, doi: 10.1017/eis.2020.20.
40. UN (2020) Resolution 2538(2020). <http://unscr.com/en/resolutions/doc/2538>, Article 2(g).
41. UN Women (2019) *Progress of the world's women 2019–2020: Families in a changing world*. UN Women, New York. <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2019/Progress-of-the-worlds-women-2019-2020-en.pdf>
42. UN Department of Peace Operations, *Uniformed gender parity strategy 2018-2028*.
43. UN Department of Peace Operations (2024) *Women in Peacekeeping*. <https://peacekeeping.un.org/en/women-peacekeeping>; UN (2024) UN Secretariat Gender Parity Dashboard. <https://www.un.org/gender/content/un-secretariat-gender-parity-dashboard>.
44. Newby and Sebag, 'Gender sidestreaming?'
45. Schulz EV, Wyatt TR, Ma T and Maggion LA (2024) 'When Taking Pay off the Table: A Qualitative Study of Gender Equity for Academic Leaders in the US Military,' *Military Medicine*, usad489. <https://doi.org/10.1093/milmed/usad489>.
46. Dwyer M and Gbla O (2022) 'The home stress': The role of soldiers' family life on peacekeeping missions, the Case of Sierra Leone,' *International Peacekeeping*, 29(1):139-164, doi: 10.1080/13533312.2021.1996237.
47. Heinecken L and Wilén N (2021) 'No place like home? Postdeployment reintegration challenges facing South African peacekeepers,' *Armed Forces & Society*, 47(3): 415-434, doi: 10.1177/0095327X19894719.
48. Heinecken and Wilén, 'No place like home?'
49. Piaget and Risler, *The duty of caring*.
50. Heinecken and Wilén, 'No place like home?'
51. Deploying on peacekeeping comes with additional financial benefits that is significantly higher than the salaries of personnel in the Global South. Hence, monetary consideration is part of the reason's personnel deploy on peacekeeping missions, see e.g. Heinecken and Wilén 'No place like home'; Dwyer and Gbla, 'The home stress'; Baldwin G and Taylor S (June 2020) *Uniformed women in peace operations: Challenging assumptions and transforming approaches*. International Peace Institute, New York. <https://www.ipinst.org/2020/06/uniformed-women-in-peace-operations>.
52. Klossek L and Johansson-Nogués E (2021) 'The female 'boot on the ground': Indian ambivalence over gender mainstreaming in UN peacekeeping operations,' *International Peacekeeping*, 28(4): 527-552, doi: 10.1080/13533312.2021.1880899.
53. Klossek and Johansson-Nogués, 'The female 'boot on the ground'.'
54. Vermeij L (2020) *Woman First, Soldier Second: Taboos and Stigmas Facing Military Women in UN Peace Operations*. International Peace Institute, New York. https://www.ipinst.org/wp-content/uploads/2020/10/2010_Taboos-and-Stigmas-Facing-Military-Women-in-UN-Peace-Operations.pdf, 3.
55. Vermeij, *Woman First, Soldier Second*.
56. Bakshi D (2006) *In the line of fire. Women in the Indian Armed Forces*. WISCOMP, New Delhi. <https://wiscomp.org/Publications/6%20-%20Perspectives%2022%20-%20In%20the%20Line%20of%20Fire%20Women%20in%20the%20Indian%20Armed%20Forces.pdf>, 76.

57. Newby V (April 2019) Challenges for female peacekeepers can come from within UN militaries. Australia Strategic Policy Institute. <https://rb.gy/dst61v>; Baldwin and Taylor, Uniformed women in peace operations.
58. Baldwin and Taylor, Uniformed women in peace operations.
59. Bakshi, In the line of fire.
60. Baldwin and Taylor, Uniformed women in peace operations.
61. Dwyer and Gbla, 'The home stress.'
62. Gordon and Jones, Building Success in Development and Peacebuilding by Caring for Carers.
63. Dichter ME and True G (2015) "This is the story of why my military career ended before it should have": Premature separation from military service among U.S. women veterans,' *Affilia*, 20(2): 187-199, doi: 10.1177/0886109914555219.
64. UN, Resolution 2538(2020), 1/4.
65. UN General Assembly (2023) International Day of Care and Support, Resolution 77/317. <https://undocs.org/Home/Mobile?FinalSymbol=A%2FRES%2F77%2F317&Language=E&DeviceType=Desktop&LangRequested=False>.
66. UN, Resolution 2538(2020), Article 2(g).
67. Government of Canada (2024) Elsie Initiative for Women in Peace Operations. https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/gender_equality-egalite_des_genres/elsie_initiative-initiative_elsie.aspx?lang=eng.
68. UN Department of Peace Operations, Uniformed gender parity strategy 2018-2028.
69. UN (2018) Gender Responsive United Nations Peacekeeping Operations, Policy (ref 2018.01). https://peacekeeping.un.org/sites/default/files/english_gender_responsive_united_nations_peacekeeping_operations_policy.pdf.
70. UN (February 2021) MONUSCO'S engagement teams: Promoting the Women, Peace and Security mandate. MONUSCO Practice Note. [https://resourcehub01.blob.core.windows.net/\\$web/Policy%20and%20Guidance/corepeacekeepingguidance/Foundational%20Principles%20and%20Key%20Objectives/Women,%20Peace%20and%20Security%20Agenda/Practice%20Note%20on%20MONUSCO%20Engagement%20Teams%20%E2%80%90%20Promoting%20the%20Women,%20Peace%20and%20Security%20Mandate_February%202021.pdf](https://resourcehub01.blob.core.windows.net/$web/Policy%20and%20Guidance/corepeacekeepingguidance/Foundational%20Principles%20and%20Key%20Objectives/Women,%20Peace%20and%20Security%20Agenda/Practice%20Note%20on%20MONUSCO%20Engagement%20Teams%20%E2%80%90%20Promoting%20the%20Women,%20Peace%20and%20Security%20Mandate_February%202021.pdf), 17.
71. UN, MONUSCO's engagement teams.
72. Greene T, Buckman J, Dandeker C and Greenberg N (2010) 'How communication with families can both help and hinder service members' mental health and occupational effectiveness on deployment,' *Military Medicine*, 175(10): 745-749, doi: 10.7205/MILMED-D-09-00278.
73. UN (2019) Policy on breastfeeding. Secretary-General bulletin, https://hr.un.org/sites/hr.un.org/files/handbook/ST.SGB_2019.1%20-%20Policy%20on%20breastfeeding.docx.
74. UN (n.d.) A more inclusive UN: Designated lactations rooms for nursing parents. https://www.un.org/sites/un2.un.org/files/lactation_brochure_0.pdf.
75. UN Women (2022) Gender inclusion practice note: Designated lactation spaces for nursing parents. <https://unsdg.un.org/sites/default/files/2022-02/Gender%20Inclusion%20Practice%20Note%20-%20Designated%20Lactation%20Spaces%20for%20Nursing%20Parents.pdf>, 5.
76. UN Women, Gender inclusion practice note, 5.
77. UN (n.d) Pledging Guide for the 2023 United Nations Peacekeeping Ministerial. https://peacekeeping.un.org/sites/default/files/peacekeeping_ministerial_pledging_guide_22_may_2023_0.pdf.
78. Dwyer and Gbla, 'The home stress.'

79. UN (2005) Administrative instruction: Family leave, maternity and paternity leave. https://policy.un.org/sites/policy.un.org/files/files/documents/2022/Apr/ai_2005-2_family_leave_maternity_leave_and_paternity_leave_consolidated.pdf.
80. Geneva Centre for Security Sector Governance [DCAF] (2020) Ghana Armed Forces MOWIP report 2020: Results of the measuring opportunities for women in peace operations (MOWIP) assessment, DCAF, Geneva. https://www.dcaf.ch/sites/default/files/publications/documents/Ghana_Armed_Forces_2020_MOWIP_Report.pdf, 36.
81. Ghana Armed Forces, MOWIP Report, 36.
82. Kofi Annan International Peacekeeping Training Centre (March 2021) KAIPTC rolls out Africa's first ever course on Mental Health for PSO personnel. <https://www.kaiptc.org/kaiptc-rolls-out-africas-first-ever-course-on-mental-health-for-psyso-personnel/>.
83. Kofi Annan International Peacekeeping Training Centre (n.d). Mental Health and Psycho-Social Support Online Course. <https://www.kaiptc.org/kaiptc-course/mental-health-and-psycho-social-support-online-course/>
84. Kofi Annan International Peacekeeping Training Centre, Mental Health and Psycho-Social Support Online Course.
85. UN Women (2021) Gender mainstreaming strategy for Jordan Armed Forces-Arab Army 2021-2024, UN Women. <https://jordan.unwomen.org/en/digital-library/publications/2021/gender-mainstreaming-strategy-for-jordanian-armed-forces---arab-army-2021-2024>, 26
86. Government of Australia (2024) Australia National Defence Strategy. <https://www.defence.gov.au/about/strategic-planning/2024-national-defence-strategy-2024-integrated-investment-program>.
87. Geneva Centre for Security Sector Governance [DCAF] (2022) Norwegian armed forces MOWIP report 2022: Results of the measuring opportunities for women in peace operations (MOWIP) assessment. DCAF, Geneva. https://www.dcaf.ch/sites/default/files/publications/documents/MOWIP_Norway_ArmedForces_EN_Jan2023.pdf.
88. Vaittinen T, Donahoe A, Kunz R, Silja Bára Ómarsdóttir SB and Roohi S (2019) 'Care as everyday peacebuilding,' *Peacebuilding*, 7(2):194-209, doi: 10.1080/21647259.2019.1588453.
89. Gordon, 'Peacebuilding practitioners with caring responsibilities.'
90. Heinecken and Wilén, 'No place like home?'
91. Gordon and Jones, Building success in development and peacebuilding by caring for carers.
92. UN (September 2020) Women and peace and security: Report of the Secretary-General, S/2020/946. https://www.securitycouncilreport.org/atf/cf/%7B65BFCF9B-6D27-4E9C-8CD3-CF6E4FF96FF9%7D/s_2020_946.pdf.
93. UN Woman (2021) Beyond COVID-19: A feminist plan for sustainability and social justice, UN Women, New York. <https://www.unwomen.org/en/digital-library/publications/2021/09/beyond-covid-19-a-feminist-plan-for-sustainability-and-social-justice>.
94. Gordon and Jones, Caring for carers in international organisations; CIPD (June 2020) A guide to becoming a carer-friendly workplace.
95. Kelland J, Lewis D and Fisher V (2022) 'Viewed with suspicion, considered idle and mocked-working caregiving fathers and fatherhood forfeits', *Gender, Work & Organisation*, 29(5): 1578-1593, doi: 10.1111/gwao.12850.