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UNITED NATIONS INTERNATIONAL RESEARCH AND TRAINING  
INSTITUTE FOR THE ADVANCEMENT OF WOMEN

**UN-INSTRAW Report on**

**Attracting and Retaining Professional Women in Logistics  
Support for UN Peacekeeping Operations**

**December 2006**

**This report was prepared by UN-INSTRAW at the request of the Logistics Support Division of the UN Department of Peacekeeping Operations. Thanks go to the consultants, Gwendolyn Beetham and Kristen Timothy.**

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## Executive Summary

The Logistics Support Division (LSD) of the United Nations Department of Peacekeeping Operations (DPKO) is encountering significant challenges in efforts to find qualified professional women for logistics support to UN peacekeeping operations. This report, commissioned by LSD and undertaken by the United Nations International Research and Training Institute for the Advancement of Women (UN-INSTRAW), addresses these challenges by:

- Exploring possible barriers to recruiting and retaining women professionals;
- Identifying best practices of other field-oriented entities that recruit staff for comparable tasks;
- Finding new ways to attract more women from the outside to take up typically male-dominated jobs in logistics support in LSD at New York Headquarters;
- Proposing a set of practical low-cost means to increase the pool of female candidates applying for advertised posts.

Considerable momentum exists at the present time for hiring more women. In November 2006, Under-Secretary-General Mr. Jean-Marie Guéhenno issued the Departmental policy on gender equality in UN Peacekeeping Operations. Ms. Jane Holl Lute, Assistant Secretary-General for Peacekeeping Operations, Office of Mission Support, has directed that every effort should be made by LSD managers to encourage women to apply and to show evidence that women candidates are being given full and equal consideration. This top down push for more women professionals has resulted in closer attention to achieving the 50/50 goal for gender balance in the UN Secretariat mandated by the General Assembly and to similar goals set out in Security Council resolution 1325 on *Women, Peace and Security*.

In this report, UN-INSTRAW presents the findings of a desk review of DPKO personnel policies and a survey of current LSD recruitment practices and attitudes regarding women candidates carried out through individual interviews and focus groups. Current approaches to recruitment are examined from a gender perspective and the results of on-line research to identify global networks and publications that have the potential to reach professional women qualified in logistics support, are presented. To demonstrate the consistency of the study's findings with current personnel reform proposals and studies on gender balance, comparisons are drawn with the proposals before the General Assembly in the Secretary-General's report *Investing in People* (A/61/255 and Add.1), as well as in the report on *Improvement of the Status of Women in the UN System* (A/61/318).

### ***Meeting the growing need for civilian peacekeeping personnel***

DPKO as a whole faces a unique set of challenges in recruiting the growing number of civilians, men and women, required for its peacekeeping operations. At the end of October 2006, UN peacekeeping deployment reached an historic high with 80,976 military and police personnel and some 15,000 civilians serving in peace operations (includes peacekeeping and special political missions) around the world. While the bulk of DPKO's peacekeeping activities are field-based, there is also a relatively small cadre

of DPKO staff based at New York Headquarters who coordinate field operations. The Logistics Support Division, which constitutes about half of DPKO's Office of Mission Support (OMS) at Headquarters, and 40 per cent of DPKO as a whole, had a total of 126 authorized posts at the Professional level and above as of October 2006. The number of women professionals in LSD at HQ has remained static over the past few years; women professionals make up 17.4 per cent today compared to 17 per cent in 2003.

This compares to the 48.1 per cent women at Headquarters in DPKO as a whole, of which 33 per cent were professionals and above and 29 per cent were at the D1 level and above at end December 2005. Clearly logistics support poses particular challenges in attracting women since many of the skills needed are in historically male-dominated professions.

### ***Where are the women***

A persistent low level of female applicants for posts in logistics is the result of many factors, but one that stands out in this study is the composition of today's labor force in the field of logistics, where women are relatively new entries. In most parts of the world, women tend to choose logistics support as a profession in lesser numbers than men often because women face greater challenges in making successful careers in this field.

At the same time, women are entering military and police forces in greater numbers than in the past, and are finding increasing opportunities to develop skills in logistics. In science, engineering and technology, for example, an important trend is the increasing number of women graduates from developing countries, especially in parts of Asia and in Central and Eastern Europe. In addition, a number of academic institutions are including logistics training as part of their global business curricula.

### ***Women and the current UN staff selection system***

The staff selection system introduced in 2002 is an open system that aims at greater transparency and relies on Galaxy, an electronic recruitment tool, to inform staff members and outside candidates of immediate and anticipated vacancies and to receive applications. Galaxy generates many more applicants than the previous system and is largely passive not proactive. In the occupational category, logistics, the number of female applicants received through Galaxy is very low and the current system does not entail any formal targeted outreach to potential applicants. The practice of LSD is to look to field missions to find staff for its New York office where there are also few women in logistics.

### ***What women in logistics expect***

The study examined potential barriers to female recruitment in LSD, including the importance of the work culture in peacekeeping for attracting women applicants. Interviews with LSD staff revealed a number of frustrations that are shared by women and a new generation of younger male recruits. These include: tensions around balancing work and family life, instability of contracts, lack of career opportunities and on-the-job training, little mobility across occupations, and in some cases, relatively non-competitive benefit packages compared to for-profit organizations and certain NGOs working in

conflict zones. While women and men alike said they do not wish to see “token” women hired, they acknowledged that proactive steps were needed in order to improve gender balance.

### ***Experience of other field-oriented UN entities***

For purposes of comparison, experiences of other field-oriented UN entities, especially those engaged in emergency or conflict zones, were examined by UN-INSTRAW, including the number of women employed in logistics, and their strategies for female recruitment. Considered were UNHCR, WFP, the Logistics Center, IAPSO/UNDP, UNFPA, and UNICEF. Evidence suggests that these entities face many of the same challenges as LSD in recruiting professional women with logistics skills and suggests that there is potential for greater sharing of information about female candidates, of recruitment strategies, and for rotating logistics staff among agencies.

### ***Outreach to women qualified in logistics support***

An important feature of the present study was to identify ways to reach out to pools of qualified women professionals within and outside the United Nations who are qualified in the various areas of logistics support required by LSD.

Technological advances have changed the way people throughout the world receive and exchange information and offer new ways to reach qualified women and men worldwide. In this context, the Internet has evolved as a meeting ground for employers and prospective employees. UN-INSTRAW therefore explored the potential for using the Internet for global outreach to women with expertise in logistics.

The study examined a number of strategies used by recruiters for conducting targeted global recruitment outreach that can be applied in the search for female candidates for LSD:

- Increasing overall visibility of opportunities in LSD/DPKO among women professionals
- Targeting internet sites that specifically reach women in the logistics field
- Advertising via print media and radio
- Distributing information about LSD/DPKO at professional conferences and job fairs
- Using country specific sites/outreach

UN-INSTRAW, in undertaking Internet research, devoted particular attention to sites that are likely to reach women professionals from un- and under-represented countries. In addition, cost-effective websites that reach the largest targeted audience were prioritized.

Over 100 networks were identified by these searches. They are divided into seven categories: UN-specific; Women’s networks; Humanitarian aid NGOs and press; Universities, training centres, and institutes; Recruitment/Staffing services; Select print publications and radio; and Conferences and job fairs. Descriptions of the sites and follow-up actions to be taken in each category can serve as a guide for establishing contact with each organization, institution, association, or media outlet.

### ***Recommendations***

Recommendations arising from the study are divided into immediate actions and longer-term follow up by LSD in its campaign to recruit and retain more professional women in positions at Headquarters. The immediate actions include:

- *A pilot project on targeted outreach to women candidates and tracking and monitoring of results;*
- *Increased publicity specifically on opportunities for women in logistics support to peacekeeping;*
- *Continued leadership for positive action on gender balance, and*
- *More active use of UN system information-sharing networks and mobility policies to identify and recruit women working in logistics elsewhere in the UN system.*

The priority areas that the present study identifies for longer term LSD follow-up include:

- *Gender-sensitive recruitment practices,*
- *Improved career development and training, and*
- *Increased sensitivity to issues of work/life balance.*

These longer term issues are consistent with those identified in a number of studies and reports prepared on the factors that explain the slow movement toward gender balance in the United Nations Secretariat and in *Investing in People*, the recent report by the Secretary-General on personnel reform.

### ***Conclusions***

The UN-INSTRAW commends the Logistics Support Division for its initiative to implement a campaign to recruit more women professionals. The continued commitment of senior leadership in LSD in this regard is critical to achieving the goal. Also important is a growing recognition by line managers of the significant role they themselves can play in diversifying the workforce with more women.

Targeted outreach with effective tracking through a wide set of networks, publications, and the media offers opportunities to reach untapped pools of qualified women and contribute to greater awareness and interest on the part of professional women in the work of LSD. Changes in the work culture and conditions of service including greater sensitivity to issues like work/life balance, stability of contracts, and opportunities for training would also be a major step forward.

# **Attracting and Retaining Professional Women for Logistics Support to UN Peacekeeping Operations**

## **I. Introduction and background: meeting the growing need for civilian peacekeeping personnel**

1. The Logistics Support Division (LSD) of the UN Department of Peacekeeping Operations (DPKO) is encountering significant challenges in efforts to find qualified professional women for logistics support to UN peacekeeping operations. The Division, therefore, invited the United Nations International Research and Training Institute for the Advancement of Women (UN-INSTRAW) to:

- Explore possible barriers to recruiting and retaining women professionals;
- Identify best practices of other field-oriented entities that recruit staff for comparable tasks;
- Propose a set of practical low-cost means to increase the pool of female candidates applying for advertised posts.

2. DPKO as a whole faces a unique set of challenges in recruiting the growing number of civilians, men and women, required for its peacekeeping operations. At the end of October 2006, UN peacekeeping deployment reached an historic high with 80,976 military and police personnel and some 15,000 civilians serving in peace operations (includes peacekeeping and special political missions) around the world.<sup>1</sup> Currently, there are 32 peace operations, of which 17 report to DPKO.

3. A recent recruitment campaign for three new field operations (East Timor, Lebanon, Sudan) aims to hire nearly 1000 persons, including 165 professional specialists in logistics support.<sup>2</sup> The vacancy rate in the field is between 22 and 26 per cent.<sup>3</sup>

4. For staffing of field locations, responsibility has been decentralized to DPKO's own recruitment service, the Personnel Management Support Service (PMSS). It works with programme managers at Headquarters who do technical clearance of short listed candidates, and officers in the field who make final selections. As at June 2006, DPKO had 7,080 staff in peacekeeping locations, or more than twice the number (3081) in 1996.<sup>4</sup> Women make up 30 per cent of DPKO civilian field staff at Professional levels and above and only 10 per cent at the D1 level and above. At present, none of the Secretary-General's Special Representatives in any of the DPKO missions is a woman and only one woman is Deputy Special Representative.

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<sup>1</sup> UN military and police deployment reached an all-time high in October 2006. (Source: isseek, United Nations intranet, 15 November 2006.)

<sup>2</sup> 25 engineers, 35 information and technology specialists, 93 logistics specialists and 12 procurement officers. (Source: Galaxy.)

<sup>3</sup> United Nations (2006a), *Investing in People*. Report of the Secretary-General (A/61/255), p.6.

<sup>4</sup> United Nations (2006a), *Investing in People*, Add 1, pp. 8-9.



5. While the bulk of DPKO's peacekeeping activities are field-based, there is also a relatively small cadre of DPKO staff based at New York Headquarters who coordinate field operations. Since 2002, with the introduction of a new staff selection system,<sup>5</sup> authority for selection of staff has been vested in Heads of Department, with the establishment of Central Review Bodies to ensure compliance with the applicable rules and procedures. At Headquarters, DPKO has 441 professional posts. Of these, 400 are support account posts and forty-one are regular budget posts. Of these, eighty-two are reserved for seconded military and police officers..<sup>6</sup> At end December 2005, DPKO had 48.1 per cent women at Headquarters of which 33 per cent were P-2 and above and 29 per cent were at the D1 level and above.<sup>7</sup>

*In Namibia (1989-1990), one of the most successful UN PKOs, 40 percent of the professional staff were women - a higher proportion than in the Secretariat at the time - and women held three of ten senior field posts.*

*Source: The World's Women 1995: Trends and Statistics, United Nations, p.155.*

6. The Logistics Support Division, which constitutes about half of DPKO's Office of Mission Support (OMS) and 40 per cent of DPKO as a whole, had a total of 126 authorized posts at the Professional level and above as at October 2006, of which 117 were support account and 9 were regular budget posts. The number of women professionals in LSD at HQ has remained static. Women professionals make up 17.4 per cent today compared to 17 per cent in 2003.<sup>8</sup>

7. At the outset of the study, it was agreed to focus primarily on *external* recruitment of women for LSD posts *at Headquarters* in hopes of identifying "new blood" in the

form of untapped pools of professional women with the skills and experience needed. Stated another way, the aim was to find new ways to attract more women from the outside to take up typically male-dominated jobs in logistics support in LSD's New York office.

8. The methodology used for the study was a participatory and collaborative approach with stakeholders. It included a brief review of mandates and documentation on personnel policies and a survey of current recruitment practices and attitudes regarding women candidates through individual interviews and focus groups. Current approaches to recruitment were examined from a gender perspective and on-line research was undertaken to identify global networks and publications that have the potential to reach professional women qualified in logistics support.

9. A total of seventy-two individuals within and outside LSD were contacted. In addition to staff members in LSD, others in DPKO were interviewed including in: the Executive Office, the Best Practices Unit, the Situation Centre, and PMSS. Focus group discussions were convened with Section Chiefs in LSD's four services, i.e. Operational Support (OSS), Specialist Support (SSS), Communications and Information Technology

<sup>5</sup> United Nations (2002a). Administrative instruction: Staff Section System (ST/AI/2002/4).

<sup>6</sup> Data supplied by DPKO Executive Office.

<sup>7</sup> Data supplied by Office of Human Resources Management.

<sup>8</sup> Data supplied by LSD Office of the Director.

(CITS), and Transport and Movement (TMS). A short list of discussion questions was sent to the focus groups in advance (see Annex 1). Two focus groups of women professionals (one from SSS and one from OSS) were also convened. A number of women professionals who formerly worked for LSD in the field or at Headquarters responded to a short survey sent by email (see Annex 2). Representatives in charge of DPKO recruitment in the Office of Human Resources Management and the Special Advisor on Gender Issues and Advancement of Women were also consulted. Finally, in order to gauge "best practices" in other UN system entities, information was gathered from UNHCR, WFP, UN Logistics Center, IAPSO/UNDP, UNFPA, and UNICEF.

10. Interviews with LSD and other DPKO staff suggest considerable momentum has been created at the present time for hiring more women. In November 2006, Under-Secretary-General Mr. Jean-Marie Guéhenno issued the Departmental policy on gender equality in UN Peacekeeping Operations.<sup>9</sup> Ms. Jane Holl Lute, Assistant Secretary-General for Peacekeeping Operations, Office of Mission Support, has directed that every effort should be made by LSD managers to encourage women to apply and to show evidence that women candidates are being given full and equal consideration<sup>10</sup>. This top down push for more women professionals has resulted in closer attention to achieving the 50/50 goal for gender balance in the UN Secretariat mandated by the General Assembly<sup>11</sup> and to similar goals set out in Security Council resolution 1325 on *Women, Peace and Security*.<sup>12</sup> The current OHRM Action Plan for increasing women professionals in DPKO as a whole is 2 per cent per annum.

11. Not so apparent is the recognition by LSD staff that positive action on gender balance can play a significant role in creating more effective support to peacekeeping efforts despite growing evidence in this regard. For example, case studies on gender balance and gender mainstreaming<sup>13</sup> conducted in 2000 under the auspices of the DPKO Lessons Learned Unit, with support from the Division for the Advancement of Women (DAW) and the Office of Special Adviser on Gender Issues and Advancement of Women (OSAGI), demonstrated the notion that "...to ensure the effectiveness of peace support operations, the principles of gender equality must permeate...at all levels..."<sup>14</sup>. Such evidence has, however, resulted in increased attention to gender in DPKO as a whole and by Member States. In 2000, for instance, the *Windhoek Declaration* and the *Namibia*

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<sup>9</sup> DPKO (2006a), Policy Directive: Gender Equality in UN Peacekeeping Operations.

<sup>10</sup> Under the present staff selection system, heads of departments are required to certify that they have taken into account the Organization's policies on geography and gender targets in making selection decisions. (See *Investing in People*, p 10.)

<sup>11</sup> United Nations (2005). General Assembly resolution 59/164. Improvement of the Status of Women in the UN system (A/59/164).

<sup>12</sup> United Nations (2000a). Security Council Resolution 1325, Women Peace and Security.

<sup>13</sup> DPKO (2000), *Mainstreaming a Gender Perspective in Multidimensional Peace Operations*

<sup>14</sup> United Nations (2000b), *Windhoek Declaration and Namibia Plan of Action (A/55/138 – S/2000/693)*. For additional documentation of the importance of the role of women in peacekeeping see, for example: DPKO (2000); United Nations (2000a), Security Council Resolution 1325. Women, Peace and Security; *United Nations* (2002b), Women Peace and Security. Study submitted by the Secretary-General pursuant to Security Council Resolution 1325; Rehn, Elisabeth and Ellen Johnson Sirleaf (2002). *Women, War, Peace: The Independent Experts' Assessment on the Impact of Armed Conflict on Women and Women's Role in Peace-Building*, Progress of the World's Women 2002, Vol. 1, UNIFEM.

*Plan of Action on Mainstreaming a Gender Perspective in Multidimensional Peace Support Operations* were adopted along with Security Council Resolution 1325 on *Women, Peace and Security*. Notably, recognition by the international community of the value of gender mainstreaming in peacekeeping is consistent with experience gained in the private sector on the positive organisational shifts that result from taking action to increase gender equity and diversity.<sup>15</sup>

12. In the course of the interviews conducted for this study, programme managers expressed a number of concerns and frustrations regarding finding qualified professional women for posts in LSD. They include:

- Overall lack of a critical mass of professional female applicants, both internal and external;
- Lack of time and incentive for engaging in lengthy searches for suitable female candidates given pressures of work and rigid personnel rules and procedures that act as disincentives;
- Balancing geographical diversity and gender;
- Concern about pressure to select female candidates who may not fully meet technical requirements.

13. The present report addresses a number of these concerns. It discusses the results of the desk review and interviews, and makes recommendations for attracting increased numbers of qualified women candidates through targeted outreach and by improving both current recruitment practices and aspects of the work culture. To demonstrate how the findings of this project are consistent with both personnel reform proposals and the findings of other system-wide studies on gender balance, comparisons are drawn (see Annex 3) between the findings of UN-INSTRAW and the proposals currently before the General Assembly in the Secretary-General's report *Investing in People*,<sup>16</sup> as well as in the report on *Improvement of the Status of Women in the UN System*.<sup>17</sup>

## II. Where are the women?

14. Logistics support poses particular challenges in attracting women since many of the skills needed, as already noted, are in historically male-dominated professions such as engineering, fuel management, aviation management and air safety, surface vehicle transport, rations contracting, and supply chain management. The persistent low level of female applicants for posts in logistics -in the case of one recent vacancy in CITS of 806 applicants only 14 were women- is the result of many factors, but one that stands out is

<sup>15</sup> See for example: Hewlett, Sylvia Ann and Carolyn Buch Luce (2005), "Off-Ramps and On-Ramps: Keeping Talented Women on the Road to Success" and Hemmert, Amanda (2006), "Change the Workplace not Women".

<sup>16</sup> United Nations (2006a), *Investing in People*. This report outlines challenges to recruitment faced by the UN as a whole, with special emphasis on DPKO and offers a comprehensive set of recommendations for reform.

<sup>17</sup> United Nations (2006b), *Improvement of the Status of Women in the United Nations System*. Report of the Secretary-General (A/61/318). This report presents the results of a comprehensive study of UN-wide efforts to achieve gender balance and some of the factors contributing to slow progress in this regard.



the composition of today's labor force in the field of logistics, where women are relatively new entries. In most parts of the world, women tend to choose logistics support as a profession in lesser numbers than men. As is the case in science and technology, "women (in logistics) have greater difficulty finding employment...receive fewer promotions and have less access to supervisory positions than men".<sup>18</sup> At the same time, women are entering military and police forces in greater numbers than in the past and are finding increasing opportunities to develop skills in logistics. A number of academic institutions, for example, are now including training in logistics as part of their global business curricula.

15. Data on the number of women in many of the occupations that make up logistics support is relatively sparse and inconsistent. A full analysis of the data available was beyond the scope of this study. Further research is needed to collect more sex disaggregated data, including for highly specialized skills like aviation management, rations contracting, riggers, etc. to enable better targeting of women and to set more achievable goals for gender balance in LSD. Nevertheless, it is possible to see some recent trends suggesting that women are slowly entering many of these fields.

*Women in logistics tend to be younger and have put in less time in the field than men.*

Source: 2<sup>nd</sup> Annual Survey of Women in Logistics, Council of Logistics Management and Ohio State University, 1999.

### ***Women with higher degrees in logistics-related fields***

16. In higher education in science, engineering and technology, an important trend is the increasing number of graduates from developing countries (see Graph 1). In 1990-91, for example, "the number of science and engineering graduates in India and China was lower than those in developed countries. Today, the reverse is true."<sup>19</sup> India is currently graduating about 0.69 million engineering and science students a year, while in the United States and the European Community, graduates number 0.42 million and 0.47 million respectively.<sup>20</sup> Over the past two decades, the numbers of engineering first university degrees have tripled in both China and South Korea, "far outpacing growth...in the United States."<sup>21</sup> This has also meant a rise in the total number of women graduates. For example, in India the national output of women engineers increased from about 300 in 1980 to 20-30,000 in 2005.<sup>22</sup> On average, women receive about one-third or

<sup>18</sup> UNESCO (2003). *Gender Issues in the Information Society*.

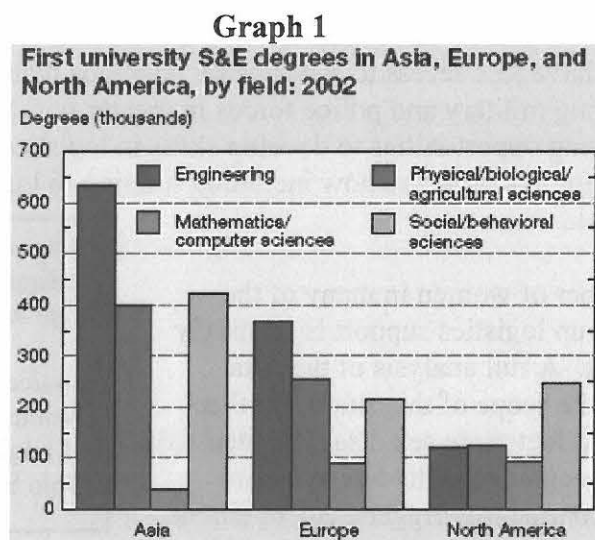
<sup>19</sup> Ahya, Chetan, Andy Xie, Stephen Roach, Mihir Sheth and Denise Yam (2006). "India and China: New Tigers of Asia, Part II." Available from <http://ibef.org/download/indiaandchina.pdf>

<sup>20</sup> Ahya, Chetan et al. (2006).

<sup>21</sup> National Science Board (2006). *Science and Engineering Indicators 2006*. See Vol. 1, Chapter 2, Higher Education in Science and Engineering. See Figure 2-32 for trend data on number of natural science and engineering degrees in Asia, Europe, and North America from 1983-2002.

<sup>22</sup> Sukhatme, S.P. and P.P. Parikh (2006). "A Silent Revolution: Assessing Output of Women Graduates & Post-graduates from IIT Bombay." Available from [http://www.ircc.iitb.ac.in/~webadm/update/Issue1\\_2006/woman-graduates.html](http://www.ircc.iitb.ac.in/~webadm/update/Issue1_2006/woman-graduates.html)

slightly less, of total first university degrees in science, engineering and technology in Asian countries.<sup>23</sup>



Source: National Science Board, 2006. Figure 2-31.

17. According to a recent study of 68 countries, women graduates earn half or more of the first university degrees in science, engineering, and technology in Bahrain, Canada, Israel, Lebanon, Mongolia, Poland, Portugal, Qatar, and the United States.<sup>24</sup> The same study found that, in Central and Eastern Europe, a region where women have traditionally constituted a large percentage of the technical workers, scientists, and engineers,<sup>25</sup> women earn half or more of science, engineering and technology first degrees in several countries, including: Albania, Bulgaria, Estonia, Latvia, and Slovenia.<sup>26</sup> The countries with the highest ratio of females graduating with first degrees in science, engineering and technology fields, by region, in the same period were:

- Asia – South Korea
- Middle East – Israel
- Sub-Saharan Africa – Mauritius
- Europe – Finland
- North America – Canada
- Central/Eastern Europe – Lithuania
- South America – Brazil and Argentina
- Oceania –Australia<sup>27</sup>

<sup>23</sup> National Science Board, (2006). See Vol. 1, Chapter 2, Higher Education in Science and Engineering; and Vol. 2, Appendix Table 2-39 Available from <http://www.nsf.gov/statistics/seind06/append/c2/at02-39.pdf>

<sup>24</sup> National Science Board (2006). Based on 2002 or most recent data. See Vol. 2, Appendix Table 2-39. Available from <http://www.nsf.gov/statistics/seind06/append/c2/at02-39.pdf>

<sup>25</sup> In the late 1990s, 13 per cent of women compared to 10 per cent of men in this region worked in these fields (UNESCO, 2003).

<sup>26</sup> National Science Board (2006). See Vol. 2, Appendix Table 2-39. Available from <http://www.nsf.gov/statistics/seind06/append/c2/at02-39.pdf>

<sup>27</sup> National Science Board (2006). Appendix table 2-39.

18. According to the research carried out by UN-INSTRAW, many universities are beginning to offer masters degrees in Supply Chain Management, Logistics Management, and other relevant areas (see for example Annex 4, table 4). These programmes are largely global in scope, and often include a number of women with several prior years of experience. For example:

- MIT's (USA) Center for Transportation and Logistics Masters of Engineering in Logistics programme graduated one-third women in 2005.
- 12 of 60 students in Cranfield University's (UK) MSc in Logistics and Supply Chain Management were women in 2006.
- In 2005 and 2006, women accounted for approximately one-fifth of the graduates of the Zaragoza Logistics Center's (Spain) Master of Engineering in Logistics Program.
- INSEAD (France and Thailand), an institute that specializes in MBAs in international management, currently has a female student population of 17 per cent. Students have an average 5.7 years of experience, and 39 per cent have an educational background in engineering.

*In a 2003 survey of women in logistics conducted by Ohio State University, "86 percent [of respondents] said they thought that the opportunities to build a career in the field are better today than they were in years past"*

Source: Logistics Management, 2004

### ***Women in national military and peacekeeping forces***

19. Available data on women in the military worldwide is largely for Northern countries. However, a recent survey sent to troop contributing countries by DPKO Best Practices Unit in preparation for the Policy Dialogue to Review Strategies for Enhancing Gender Balance among Uniformed Personnel in Peacekeeping Missions held in March 2006 provides useful information on current numbers of women in militaries for many countries for which such data is not easily available.<sup>28</sup> According to the survey's findings, women make up relatively significant proportions of national militaries in the following countries:<sup>29</sup>

- Canada – 13 %
- Czech Republic – 12.26 %
- Finland – 24.32 %
- France – 21.18 %
- New Zealand – 22.88%
- Zambia – 23.28%

<sup>28</sup> DPKO (2006b). *Policy Dialogue to Review Strategies for Enhancing Gender Balance among Uniformed Personnel in Peacekeeping Missions*. New York, 28-29 March, 2006. Final Report.

<sup>29</sup> Based on country data provided to DPKO through a 2005 survey; all countries with women in national armed forces not included. (DPKO, 2006b. Annex 3, Table 1 and Table 2.)

Other countries with relatively high numbers of women serving in the military include: the United States (15%), South Africa (21.7%), Australia (13.3%), and Slovenia (16%).<sup>30</sup>

20. While assigning women to combat roles remains controversial, women worldwide serve in most medical, administrative, and logistics positions available in the military,<sup>31</sup> many of them gaining experience and training in occupations such as surface transport and supply management. For example, in the United States, which currently has the largest number of high-ranking females in its armed forces, women have access to 95 per cent of military jobs.<sup>32</sup> Table 1 presents an occupational profile of active-duty officers in the United States Department of Defense Services.

**TABLE 1: Occupational Profile of Active-Duty Officers in the United States Department of Defense Services by Sex**

Occupational Profile	Percent Women	Percent Men
Tactical Operations	6	40
Intelligence	6	5.6
Engineering and Maintenance	7.8	12.3
Scientific and professional	4.8	7.1
Healthcare	46.6	13.8
Administrative	14.4	6.5
Supply and logistics	11.1	9.7
Student/trainee	3.1	4.4

Source: Women's Research and Education Institute, 2005, Figure 4.

21. A large percentage of civilian officers in peacekeeping come from military backgrounds, a trend that is likely to continue at least in the near future. Close links with countries that have been forward-looking on the issue of women in the military should therefore be maintained in order to gather best practices and to reach out to women in these countries with logistical skills transitioning out of the military. One of these countries is Norway, where a Genderforce Task Force was created in the Ministry of Defense to deal with women in conflict situations and peacekeeping. India has an all-women peacekeeping unit recently deployed to Liberia. The United States' Defense Advisory Committee on Women in the Military (DACOWITS) deals with multiple issues of women in the military. Canada and South Africa have been cited by DPKO as good

<sup>30</sup> Manning, Captain Lory, USN (Retired) (2005). *Women in the Military: Where they Stand, 5<sup>th</sup> Edition*. Washington, D.C.: Women's Research and Education Institute.

<sup>31</sup> CBC News Indepth (2006). "Women in the military – international." Available from <http://www.cbc.ca/printablestory.jsp>

<sup>32</sup> CBC News Indepth (2006).

practice examples in expanding the recruitment of women to national armed forces.<sup>33</sup> Contact should also be maintained with entities like NATO and its Commission on Women in the NATO Forces.<sup>34</sup> Designation of points of contact by those countries and others that are developing action plans to follow up Security Council resolution 1325, could be helpful to LSD in publicizing its vacancies.

### III. Women and the current UN staff selection system

#### *Recruitment tools and initial screening process*

22. The staff selection system introduced in 2002<sup>35</sup> is an open system that aims at greater transparency and relies on Galaxy, an electronic recruitment tool, to inform staff members and outside candidates of immediate and anticipated vacancies and to receive applications. Galaxy generates many more applicants than the previous system and is largely passive not proactive. Under the new system, there is little or no targeted outreach for recruitment purposes. Nor is the flexibility needed to benefit from targeted recruitment well-supported by current personnel rules. Notably, the recent reform proposals specifically call for more targeted recruitment.<sup>36</sup>

23. Galaxy was originally developed by DPKO in collaboration with OHRM to meet the growing demand for peacekeepers. It has subsequently been adopted by OHRM for all recruitment, and is used as part of the recruitment process under administrative instructions outlined in ST/AI/2002/4.

24. Applications received through Galaxy may run from between 200 and 2000 per vacancy announcement. This places considerable strain on OHRM. The following table shows the number of applicants received for DPKO vacancies in 2002 and 2005.

**Table 2: Comparative Numbers of DPKO Applicants through Galaxy: 2002 & 2005**

DPKO	Number of Applications	Number of Vacancy Announcements
2002	13,800	76
2005	11,177	82

Sources: *Report of the Office of Internal Oversight Services on the audit of the policies and procedures for recruiting Department of Peacekeeping Operations staff* (A/58/704) and data from DPKO Executive Office & OHRM.

25. Job seekers said that when using Galaxy they are unable to track the status of their applications. Given the average time it takes to make a selection for a vacancy, this is a

<sup>33</sup> See Paragraphs 14-17, *Policy Dialogue to Review Strategies for Enhancing Gender Balance among Uniformed Personnel in Peacekeeping Missions*. (DPKO, 2006b).

<sup>34</sup> The Office on Women in NATO Forces also collects data on percentages of female soldiers in NATO countries' Armed Forces. See: [www.nato.int/issues/women\\_nato/perc\\_fem\\_soldiers\\_2001\\_2005.pdf](http://www.nato.int/issues/women_nato/perc_fem_soldiers_2001_2005.pdf)

<sup>35</sup> United Nations (2002a), *Administrative Instruction Staff Selection System*

<sup>36</sup> United Nations (2006a), *Investing in People*.



source of considerable frustration. Notably, the estimated average time frame for recruitment in the Secretariat is presently 174 days, representing an improvement over the estimated 347 days in 2002.<sup>37</sup>

26. The conventional wisdom is that recruitment websites are highly visible marketing tools that should serve two functions: to attract a diversified pool of applicants, and to project a competitive image of the organization.<sup>38</sup> Information found on both Galaxy and the DPKO Departmental website ([www.un.org/depts/dpko/dpko](http://www.un.org/depts/dpko/dpko)) focuses almost entirely on posts for peacekeeping field operations and not posts at Headquarters. Most of the vacancy announcements listed, therefore, warn about dangerous and hardship conditions with little emphasis on the idea of service and other features that would be particularly relevant to jobs at Headquarters.

27. As noted earlier, there is a tendency in LSD to see the staff serving in field locations as a natural pool of potential recruits for Headquarters. Many field staff initially come to Headquarters against temporary vacancies that are blocked for a specific time for the return of a staff member on mission detail, special leave, secondment, temporary assignment or loan. For some this might offer opportunities to be with their families. A number of staff said they would welcome a more deliberate policy of staff rotation both between the field and Headquarters and within and across Headquarters. Such a system should make a greater effort to recognize the potential for transferring skills among posts and grade levels.

28. For candidates from outside the UN system, temporary vacancies carry risks and uncertainties and may not attract experienced female or male candidates who are reluctant to leave current careers.

### *Vacancy announcements*

29. After a 6-month pilot, DPKO has now launched its own Intranet for easy communication among HQ and field missions, enabling the Executive Office of DPKO to post TVAs for all DPKO staff to see.

30. Other UN system staff must depend on Galaxy to view LSD vacancies although their organizations have a number of other sites where vacancies may be posted. An Interagency Mobility Programme (IAMP) also circulates vacancies to its members, but DPKO/LSD is not a member (For information on IAMP see Annex 4, table 1).

31. Many of the staff interviewed expressed a strong preference for appointing persons to posts in LSD who have UN field experience and familiarity with the UN regulatory regime. Job profiles, especially at the P-4 level and above, tend to highlight these preferences. Knowledge of the work culture of peacekeeping is also considered valuable

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<sup>37</sup> United Nations (2004a), *Report of the Office of Internal Oversight Services on the audit of the policies and procedures for recruiting Department of Peacekeeping Operations staff* (A/58/704) and (2006a), *Investing in People*, p.6.

<sup>38</sup> Wilde, Vicki and Patrick Shields (2002). *Diversity – Positive Recruitment: Guidelines and Tools for the Future Harvest Centers*. CGIAR Gender and Diversity Program, Working Paper, No. 36.

if not essential. Recruiting professional women from the external global labor pool with this kind of experience and exposure to the UN constitutes a major challenge. The desirability of UN field experience may therefore be weighed against the aim of bringing in new blood by adopting the practice of other UN agencies to call for “development” experience more broadly.

32. Most LSD job descriptions and vacancy announcements emphasize technical skills and years of experience. To attract women it is important to ensuring that education, work experience and evaluation criteria are well- aligned with the broader competencies necessary for logistics support to peacekeeping at LSD headquarters. For example, emphasis may be placed on increasing levels of responsibility in using specific skills rather than years of experience, keeping in mind that peacekeeping in the UN is not seen to be an entry level profession.

### ***Advancing from G to P***

33. An often-undervalued pool of female candidates is the General Service staff. Many UN entities typically rely on General Service personnel to carry out much of their work in procurement and a number of other areas of logistics support. While an advanced university degree is not required for General Service recruits, in DPKO, one finds General Service staff, including women, with many years of UN experience who could be a valuable asset in junior professional posts. Under the current system, General Service staff are required to take a G to P exam to move to the professional category. Recent proposals of the Secretary-General call for some widening of opportunities for General Service staff, including eliminating the G to P exams in favor of making General Service staff eligible to take the national exams offered for entry level professional posts, and eliminating restrictions on professional posts not subject to geographical distribution. The latter would be open to qualified staff at any level in the general service and related category, field staff, and national professional officers.<sup>39</sup>

*Many men – and women- still find it hard to picture a woman in certain roles, leading often to unconscious preferences and choice of men over women for leadership positions.*

Source: Antonia Potter, *We the women: why conflict mediation is not just a job for men*, in *Opinion*, Centre for Humanitarian Dialogue, October 2005.

### ***Selection interviews***

34. While no particular complaints were heard about women receiving unequal treatment in selection interviews, the presence in LSD of so many male managers from male-dominated professions leaves open the possibility of unconscious gender bias in the selection process. Notably, few LSD managers participate in the now voluntary OHRM competency-based interview training that may become mandatory in future.<sup>40</sup> One promising step is the preparation by the DPKO Gender Task Force of a checklist of gender sensitive interview questions. Efforts are also being made to diversify

interview panels. Personnel focal points in LSD play an important role in ensuring that female candidates are considered, a practice that should be recognized and encouraged.

<sup>39</sup> United Nations (2006a), *Investing in People*, p. 13, para 50 and pp. 19-20, paras 84 - 85.

<sup>40</sup> United Nations (2006a), *Investing in People*.

## **Rosters**

35. Rosters are a common approach to having qualified persons “on standby” for vacancies. Both OHRM and PMSS try to maintain rosters and both would like to increase the number of women on those rosters. In the case of PMSS, a database known as “Nucleus” is being used to develop and maintain a master roster of pre-screened candidates in 24 occupational groups and for 12 grades. The roster maintained by OHRM, on the other hand, is a:

“list of candidates who have been endorsed by a central review body for a particular vacancy but not selected for it, and who have indicated an interest in being considered for selection for a future vacancy with similar functions at the same level. Roster candidates may be selected without referral to a central review body. The roster is valid for one year”.<sup>41</sup>

36. A study on rosters was commissioned in 2006 by DPKO to assess various types of rosters and their efficacy in “minimizing the number of unsuitable applications and maximizing the efficiency of screening strategies and tools”.<sup>42</sup> The study provides useful analysis of different rosters developed both inside and outside the UN, including national rosters. It argues for outsourcing the search for the hardest to find specialists and recommends closer coordination among UN agencies in sharing their rosters. To be effective, rosters are generally labour intensive, requiring close management and updating, either by the “owners” of the roster or by the potential recruits themselves. In practice, many LSD managers interviewed by UN-INSTRAW said that even when they knew of the availability of a roster, they seldom if ever found them useful for staff selection.

37. Women staff, in particular, noted that being selected from a roster often means learning only at the last minute of selection. For women more than men, this often posed particular challenges for life and career planning.

## **IV. What women in logistics support expect**

38. Interviews with staff revealed a number of frustrations regarding employment expectations. These frustrations are increasingly shared by women and a new generation of younger male recruits. They include: tensions around balancing work and family life, instability of contracts, lack of training and career opportunities, lack of mobility among occupations, and in some cases, relatively non-competitive benefit packages compared to for-profit organizations and certain NGOs working in conflict zones. Notably, women and

*Quotas can still make grown men and women shudder... one male mediator says ‘it would be a hideous mistake to impose quotas and require women to act in these jobs if they then fail’ (as if the fact that men are routinely allowed to fail, or at least not resoundingly to succeed in the same jobs is not hideous)...*

Source: Antonia Potter, *We the women: why conflict mediation is not just a job for men*, in *Opinion*, Centre for Humanitarian Dialogue, October 2005.

<sup>41</sup> United Nations (2002a), *Administrative Instruction: Staff Selection System*, p. 3.

<sup>42</sup> Gourley, Catriona (2006). *Lessons learned: Rosters for the Deployment of Civilian Experts in Peace Operations*. Department of Peacekeeping Operations.



men alike in LSD said they do not wish to see “token” women hired. On the other hand, most acknowledged that proactive steps were needed in order to improve gender balance.

### ***Work culture***

39. A chauvinistic work culture, while sometimes noted as being a factor in LSD – if not overtly at least covertly, was seldom cited by women as a major deterrent to their working in peacekeeping. Some women did, however, comment that while they see

*Upon deployment to Pakistan, one female Chief Engineer for DPKO told a story of being approached soon after her arrival by a General who informed her that all Senior Engineers in his army were 6 feet tall with big moustaches. To which the woman gave the quick retort: “Well, maybe I can work on the moustache.”*

Source: Personal interview.

improvements in this regard, women in particular need to be thick-skinned and maintain a sense of humor. In addition, given the preponderance of staff members with military backgrounds and training who may have limited experience working with professional women, particularly in higher ranks, it was felt by some that the women in LSD are sometimes held to a different standard than the men.

### ***Knowledge of logistics support to peacekeeping***

40. It has been suggested that potential recruits often know little about how LSD works. There also seems to be a perception that peacekeeping is primarily a military or police operation. Civilians may not be fully aware that they too are needed. Outreach strategies that detail the type of work being done by LSD have the potential to counter such misperceptions and create better awareness of the opportunities for women in logistics support to peacekeeping.<sup>43</sup>

### ***Career development prospects***

41. An important priority noted by women in LSD is prospects for career development. Very little attention to career development was found, however, by UN-INSTRAW except in the Communications and Information Technology Support (CITS) unit. CITS has promoted the idea of a career track by giving staff regular opportunities for cross training and by enrolling them in training courses through the United Nations Logistics Base (UNLB), headquartered in Brindisi, which provides logistic support, telecommunications, and training for peacekeeping operations. Notably, the UN currently invests less than one percent of total staff costs in staff development – far from the average of at least 4 percent in best-practice organizations.<sup>44</sup> Women in LSD indicated that they would welcome more recognition of the transferability of skills to allow for greater mobility among units and positions, particularly at Headquarters, noting that this often occurs in the field where it is possible to gain experience even outside one’s designated occupation.

<sup>43</sup> Plans of the new PMSS Recruitment and Outreach Unit include work on perceptions of the role of civilians in peacekeeping.

<sup>44</sup> United Nations (2006a), *Investing in People*, p.7.

42. Skills required by LSD are also in demand in the private sector as well as in other UN agencies. If talented women with logistics skills find few career prospects in the UN, they are likely to look elsewhere.

### ***Balancing work and family life***

43. While not a consideration for women only, the long hours and relentless pace of work in peacekeeping were cited as a concern by most staff, but especially those with small children or other family responsibilities. One female staff member stated it quite starkly: “When you have a child you enter the danger zone.” Long hours tend to be seen as a requirement to be “one of the guys”, to be “a team player.” Studies by other UN entities suggest that peacekeeping is not unique in this regard.<sup>45</sup> The immediacy of response and size of operations required in peacekeeping may, however, exacerbate these demands in DPKO/LSD.

44. The majority of DPKO staff work in highly volatile and often dangerous conditions far away from families and for extended periods. Even staff of LSD at Headquarters may spend some time working – even if for short periods – at peacekeeping locations. Women recognize that field experience is counted very high for career advancement in DPKO. But for many women professionals in particular, the timing of such assignments usually has to be calibrated to family responsibilities. Women would welcome greater flexibility so that mobility and staff rotation could be managed in relation to family responsibilities/life stages.

45. As regards flexible working arrangements, 55.1 per cent of women and 44.9 per cent of men in the Secretariat as a whole were taking advantage of flexible working arrangements as of June 2004.<sup>46</sup> Only one case of job sharing in LSD was mentioned, and most of those interviewed for the present study said that in LSD work is expected to come before family. Managers often set the tone in this regard. Thus encouraging sensitivity to the diverse needs of staff by managers is a critical role for the Directorate.

46. Spousal employment continues to be an issue for both men and women in DPKO, as for staff elsewhere in the UN system. It has many implications for staff mobility, recruitment and retention. The UN has taken some steps to try to assist spouses. In 2004, the UN joined Partnerjob.com, a non-profit group that tries to help find jobs for the spouses of its member employees.<sup>47</sup> But the results so far have been disappointing.

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<sup>45</sup> UNDP and UNICEF, among others, have studied the issue of work/ life balance. Shortly after assuming his new post, the new Administrator of UNDP announced his “support for the work-life policies (of UNDP) and committed to take a progressive stance on relationship and family issues to bring about a more supportive and balanced work environment at large.” (UNDP on-line Bulletin, 1 February 2006, <http://bulletin.undp.org/articles>)

<sup>46</sup> United Nations (2006b). *Improvement of the Status of Women in the United Nations System*, p. 29.

<sup>47</sup> United Nations (2006b). *Improvement of the Status of Women in the United Nations System*, p.29

### *Conditions of Service*

47. Several interviewees suggested that the conditions of service offered by the UN may no longer be competitive with the private sector in some parts of the world. This may be a disincentive for some applicants to apply for HQ posts. At the same time, many staff emphasized that it is the “do-good,” or humanitarian, aspect of their work that plays a big part in motivating them, rather than just salaries and benefits. The humanitarian aspect of working for the UN should be highlighted when publicizing vacancies on the assumption that this appeals in particular to many women candidates.

### **V. Experience of other field-oriented entities in the United Nations system**

48. For purposes of comparison, experiences of other field-oriented UN entities, especially those engaged in emergency or conflict

zones, were examined, including the number of women they employed in logistics, and their strategies for female recruitment. Considered were UNHCR, WFP, UN Logistics Center, IAPSO/UNDP, UNFPA, and UNICEF. With the exception of UNHCR, the UN Logistics Center, and WFP, most focus mainly on procurement and related supply management.

*If the United Nations is to become an employer of choice in today's highly competitive global market and maintain a workforce capable of meeting the challenges of increasingly complex work in the field, it needs to offer conditions of service which will attract and retain highly-qualified personnel.*

Source: Investing in People, p.61

49. It should be noted that entities that are members of the UN's Inter-Agency Mobility Programme (IAMP), i.e. UNDP, UNFPA, UNICEF, WFP, UNOPS, UNSSC, and UNAIDS, circulate their vacancies on its on-line network (see Annex 4, Table 1) and many also circulate them on Relief Web, the website managed by the Office for the Coordination of Humanitarian Affairs. DPKO is not a member of this network although its activities might justify this.

50. Based on the information gathered by UN-INSTRAW, it seems that other entities that coordinate field operations are not much more successful than LSD in recruiting professional women with logistics skills. They face many of the same challenges:

- The **UN High Commission for Refugees (UNHCR)** recruits Supply and Transport Officers (logistics, procurement, inventory management) and Telecommunications Officers. It also looks for people with training in engineering, management, and supply chain. In its supply chain management service as of 23 October 2006, UNHCR had 17 professional women or 37.3 per cent.<sup>48</sup> It maintains an International Professional Roster to ensure that entry-level international positions (P-2, P-3 and on an exceptional basis, P-4) are filled in a timely manner with a “professionally qualified, gender balanced, geographically diverse, linguistically able and highly motivated corps of professionals”. Information on job openings is posted on the UNHCR website. Applicants

<sup>48</sup> United Nations (2006b). *Improvement of the Status of Women in the United Nations System*.

retained on the Roster are invited to take an entry test approximately 3-4 weeks after receiving confirmation of their retention. This essay-based test gauges analytical skills, as well as awareness of the international environment; knowledge of the United Nations and refugee affairs; command of English; and computer literacy. Those applicants who successfully pass the test may expect to be invited thereafter, at regular intervals, to express interest in specific vacancies or short-term assignments. Candidates who do not respond positively to three invitations are removed from the roster. Also removed are those who express interest in posts and are subsequently appointed but refuse to take up the offer. Roster candidates who are not appointed to posts as a result of expressed interest remain on the Roster for one year. After one year, those on the roster are requested to reconfirm their interest to remain on the Roster and to update personal details including additional work experience and qualifications.<sup>49</sup>

- **The World Food Programme (WFP)** recruits largely for freight analysis and support; logistics; food procurement, and ocean transport. A total of 192 international professional staff at WFP work in Logistics. Of these 39, or 20 per cent, are women. 8 of these women, or 20 per cent, work at WFP headquarters in Rome. The other 31 are working in the field. WFP also has 28 international professional staff working in procurement. Of these, 11, or 39 per cent, are women. Six, or 38 per cent, work in Rome; the other 4 are based in the field. WFP tries to fill vacancies internally but if no suitable candidate is found, it recruits from profiles of qualified candidates that have been placed on a roster of pre-selected candidates.<sup>50</sup> If no suitable candidate is found on the roster, WFP issues a vacancy announcement and places it on its website. WFP reportedly encourages rotation of staff between its Headquarters and its field operations and provides career challenges and opportunities for its younger staff.
- **The UN Joint Logistics Centre** is an interagency facility managed by WFP that reports to the Humanitarian Coordinator and the Interagency Standing Committee. The Centre aims to optimize logistics capabilities of humanitarian organizations in large-scale emergencies. It recruits staff to send out on 48-hour notice. Contracts are for 3 months with possibility of extension for 3 months. A roster of CV's is maintained. Applications received through the vacancy link on its website are kept in a database that can be searched using key words to create short lists of candidates with the required profiles. The ratio of males to females in the database is 3:1.
- **Inter-agency Procurement Services Office (IAPSO)**, the procurement center under the **United Nations Development Programme (UNDP)** has 64 procurement staff based in Copenhagen. Of these 6, or 9 per cent, are Professional

<sup>49</sup> See UNHCR International Professional Roster: <http://www.unhcr.org/admin/ADMIN/43cbba252.html>

<sup>50</sup> Copies of WFP profiles for Logistics Officers, Levels P2, P3, P4, P5; Aviation Officers, Levels P2, P3, P4, P5; and Telecommunications and Information Technology Officers, Levels P2, P3, P4 are included for information in the packet of supplementary materials compiled for this report.



women, including the Director (D-1). Female applicants for six vacancies in 2005 and six in 2006 increased from 89 to 108. Vacancies are posted on its website and on UNDP's old website, JobShop. UNDP advertises higher-level posts in publications like *The Economist*.

- The **UN Population Fund (UNFPA)** also locates its Procurement Services Section in Copenhagen. It consists of 21 posts, of which less than one third are Professional women. Recently, UNFPA published a VA for a Procurement Specialist. The VA was published on an internal/external basis, on the UNFPA website and on the Interagency Mobility Programme site. The latter generated 78 applications. Both posts are being filled from the one by an external female candidate and the other by an internal male candidate. (A copy of the VA is in the supplementary packet with this report.)
- The **UN Children's Fund (UNICEF)** as well maintains the bulk of its procurement staff in Copenhagen i.e. a total of 258 persons of which 36, or 14 per cent, are Professional women. Recruitment outreach includes: *The Economist*, *the International Herald Tribune* and the IAMP. UNICEF vacancies are also circulated in its internal Bulletin. In UNICEF as a whole, 1 out of 3 hires is a woman and 1 out of 4 transfers is a woman.

## **VI. Outreach to qualified women in logistics support**

51. Several studies, as well as the Secretary-General's report, *Investing in People*, note that the UN lacks effective targeted outreach mechanisms for attracting applications from technical experts in specialist fields. UN-INSTRAW was asked to examine the possibilities for LSD to engage in targeted outreach to women Professionals. An important feature of the present project was thus to identify sites with the potential for increasing outreach to pools of women professionals – within and outside the United Nations who are qualified in the various areas of logistics support required by LSD.

### ***Using the Internet***

52. Technological advances have changed the way people throughout the world receive and exchange information and offer new ways to reach pools of qualified women and men worldwide. The Internet has evolved as a meeting ground for employers and potential employees and as such it offers both opportunity and potential given the reach of the Internet. "Estimates are that more than 100 million people in 190 countries use the Internet."<sup>51</sup>

53. The Internet has created a vast pool of low-profile job seekers unwilling to post their resumes openly. They check job postings of employers and will apply only if they see an opportunity that looks better than the one they already have. Most are looking for career advancement and quality of life. As job seekers become less visible and the demand for technical talent increases, the UN is competing with a growing body of

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<sup>51</sup> Consultative Group on International Agricultural Research (CGIAR) Working Paper No.36, p. 11

NGO's and other employers working in emergency and peacekeeping locations. This will require efforts on the part of all human resources and recruitment personnel to increase visibility by using both traditional and non-traditional sources.<sup>52</sup>

54. It is also possible to view high-profile job seekers who are willing to post their resumes on the Internet. Websites such as the well-known [www.Monster.com](http://www.Monster.com) are used by such job seekers. But there are also Internet search techniques that are used by recruitment specialists to locate resumes online. These techniques include: "flipping" (a method for finding applicants linked to a specific organization), "peeling" (accessing staff directories or contact list embedded inside long webs addresses) and "harvesting" (reviewing a document to find key words, links, references, and locations to find individuals).<sup>53</sup>

55. Other strategies frequently used for conducting targeted global recruitment outreach that are relevant for LSD in its current recruitment campaign include:

- Increasing overall awareness of the organization's work and opportunities for employment
- Use of the Internet to identify and target priority sites
- Distributing motivational information at professional conferences and job fairs
- Advertising via print media and radio
- Using country specific sites/outreach to publicize LSD job opportunities at national level and identify prospective candidates, including women transitioning out of the military.

56. UN-INSTRAW undertook to explore the potential for using the Internet for global outreach to women with expertise in logistics. It conducted Internet research, primarily by using "key word" searches through various search engines on the World Wide Web. These were used in a systematic effort to focus on sectors such as: aviation, cartography, engineering, logistics, supply chain management, and transportation. (For samples of key search engines used see Annex 5).

57. Using Annex 5 as a reference, additional searches can be conducted by DPKO in the future in order to add to the compiled list, with particular attention to more specific skills – for instance, searches could be conducted to find networks of "women riggers," or universities or institutes that offer GIS training. As mentioned above, the CGIAR report provides a detailed listing of Internet research tools and examples of different ways to conduct targeted searches. CGIAR also suggests that organisations may consider attending specialized training for Internet recruiting, citing the example of Monster.com: "Monster Seminars: Learn how to use the Internet to transform the way you recruit."<sup>54</sup>

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<sup>52</sup> For more information on these search techniques see the CGIAR Working Paper No.36, p. 8.

<sup>53</sup> See CGIAR Working Paper No. 36, Annex 3, Internet Research Tools.

<sup>54</sup> CGIAR Working Paper, No. 36, Annex 3. Other examples are listed in Annex 5 (section A) of the present report.

58. It should be noted that particular attention was devoted to sites that are likely to reach women professionals from un- and under-represented countries in recognition of the UN mandate on geographical distribution. In addition, cost-effective websites that reach the largest targeted audience were prioritized.

#### *Categories of outreach sites identified*

59. The networks identified by UN-INSTRAW (See tables in Annex 4), have been divided into seven distinct categories: UN-specific; Women's activist and professional networks, Humanitarian aid NGOs and press, Universities, training centres, and institutes, Recruitment/Staffing services, Select print publications and radio and Conference and job fairs. Descriptions and follow-up actions to be taken in each category are provided for each organization, institution, association, and media outlet listed. Drawing on this information and time allowing, it should also be possible to further develop these tables and organize entries for different purposes, for example, by occupational group.<sup>55</sup>

60. The categories of networks identified are further described below, with implications (long or short term) for LSD outreach and recruitment. This framework offers easy access to a variety of different types of sites. The last two categories listed, i.e. selected print publications and radio and upcoming conferences and job fairs, may overlap slightly with the other categories but were considered important for creating greater awareness about the activities of LSD.

- ❖ UN-specific networks. This section lists networks for vacancy announcement distribution that currently exist within the United Nations system and suggests ideas for creating new information-sharing modalities in DPKO and with other UN entities. None of these networks charge a fee for UN system organisations and many of the recommended actions can be implemented immediately.
- ❖ Women's activist and professional networks. This section identifies women's networks worldwide whose membership includes women working in logistics and related fields. Some of these networks charge a fee for advertising and/or job vacancy posting; recommended actions can be implemented immediately.
- ❖ Humanitarian aid NGOs and press. Networks of professionals in the logistics sector in general, NGOs working in the humanitarian aid sector that also have logistics components, press that focuses on international and/or humanitarian crisis coverage. Some of these networks charge a fee for advertising and/or posting vacancy announcements; recommended actions can be implemented immediately.
- ❖ Universities, training centres and institutes. This section lists universities and institutes with programs focusing on logistics-related fields, such as: supply chain management, engineering, aviation, transportation and technology, as well as Peacekeeping Training Centres. Outreach to this section will be longer term, as the recommendations for action involve building and maintaining relationships

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<sup>55</sup> The tables in Annex 4 of the present report can be searched by using the "find" command in Excel to search for key terms such as "engineering" or "cartography." Table 6 (Print Publications and Radio) and Table 7 (Conferences and job fairs) are already divided by occupational groups.

particularly in sectors where women make up increasingly larger numbers of graduates and/or percentage of militaries, in order to conduct recruitment of qualified women candidates.

- ❖ Recruitment/ Staffing services. The organizations listed specialize in diversity recruitment and/or staffing in the logistics sector. In most cases they provide services for a fee. Recruiting firms are generally either contingency or retainer. The former usually present candidates to a number of organizations, charging a fee when the candidate starts a job. Retainer firms, typically used for senior management and specialized technical jobs, charge a fixed fee, usually paid up front. Both charge 20-30 per cent of the first year's salary. Some non-profit specialty firms work at a flat fee of 10-15 per cent. Fees may be negotiated especially if a long term relationship is envisaged.<sup>56</sup>
- ❖ Select print publications and radio. This section lists print publications offered by organizations and professional associations as well as sector-specific print publications. Also included are a number of radio outlets. It should be noted that the cost of advertising in print media tends to be higher than for online advertising.
- ❖ Conferences and job fairs. The focus here is on women specific conferences and job fairs in various sectors of logistics. Conference fees vary according to location and organization and decisions on which conferences to attend could be made according to cost-effectiveness, numbers of women reached, and geographical location.

### *Types of actions to be taken*

61. Codes are used throughout the outreach tables to identify actions to be taken vis a vis websites, publications, email lists, job fairs, etc.<sup>57</sup> The codes used in the table in Annex 4 are as follows:

- ❖ VA -Vacancy announcement
- ❖ TVA- Temporary vacancy announcement
- ❖ GL – Link to galaxy
- ❖ HIA -Human interest story (e.g. on the topic of women in peacekeeping or women working at DPKO (depending on the audience); can be a profile of a woman working in DPKO/LSD or a general article on the need for gender equality in peacekeeping. *Best Practices:* IAEA, Women in International Nuclear Safeguards: [http://www.iaea.org/women/safeguards/wis\\_list.html](http://www.iaea.org/women/safeguards/wis_list.html) ; Profiles of Women: [http://www.iaea.org/women/2003/women\\_site/index\\_profiles\\_no\\_flash\\_copy.html](http://www.iaea.org/women/2003/women_site/index_profiles_no_flash_copy.html)
- ❖ I-Interview (e.g. short interviews with women working in LSD, preferably in a “male-dominated” career sector) *Best Practices:* INSTRAW is already conducting interviews with women in LSD for the INSTRAW Review: <http://www.un-instraw.org/en/> ; iSeek, Mobility Portraits: [http://iseek.un.org/webpgdept1107\\_9.asp](http://iseek.un.org/webpgdept1107_9.asp)
- ❖ PR –Publicity (e.g. general outreach aimed at recruiting women. Depending on the audience, this could be: attending job fairs, sending a general call for applicants to LSD/DPKO through an alumni network at a university, distributing brochures on women in the peacekeeping profession at seminars, etc.) *Best Practices:* Women

<sup>56</sup> CGIAR Working Paper, No. 36, p. 14.

<sup>57</sup> A packet with Supplementary Materials has been supplied to LSD along with the present report that contains hard copies of “best practices” in the areas of human interest stories, interviews, and publicity.



and the IAEA Recruitment brochure <http://www.iaea.org/Resources/Women/> ; Multicultural Advantage, Diversity Recruitment Advertising Toolkit: <http://www.multiculturaladvantage.com/store/diversity-recruitment-advertising-toolkit/default.asp>; CGIAR, Diversity-Positive Recruitment Report, Annex 1, Guidelines for Diversity-Positive Position Announcements.

Clearly a number of approaches can be used to effect targeted outreach. For some, such as alumni associations or business schools, it would be useful to have a contact person in LSD to respond to queries and establish an on-going relationship.

## **VII. Recommendations**

62. As a result of the desk review and interview process, the UN-INSTRAW has identified the following for immediate action and for longer term follow up by LSD:

### **A. Immediate action**

#### ***Targeted outreach to women candidate, and tracking and monitoring of results***

- LSD should invest in a pilot project on targeted outreach to professional women qualified in logistics support. It is recommended that the project be implemented by a temporary P3 Gender Outreach Officer and General Service level 5. The project should be carried out in close collaboration with the personnel focal points in LSD. For the proposed job description for the Gender Outreach Officer, see Annex 6). The General Service staff will assist with administration, and development and maintenance of the database. Resources should be allocated for advertising vacancies in print and in a number of on-line publications;
- The pilot project on outreach should be initiated as soon as possible using the sites identified by UN-INSTRAW (see Annex 4);
- In order to track the effectiveness of outreach initiatives during the pilot phase, LSD should approach OHRM to introduce a tracking question in the application form on Galaxy to indicate where applicants learned about vacancies. Either the cover page or the last section of the application form on “supplementary questions” should incorporate such a question with a view to providing response options that can be easily tallied;
- The Gender Outreach Officer should have full access to OHRM Galaxy records during the pilot phase to monitor and assess the cost-effectiveness of sites and types of targeted actions employed by LSD and should interact regularly with the Recruitment and Outreach Unit of PMSS;
- The Gender Outreach Officer should initially serve as the point of contact in LSD with various outreach sites;

- LSD should also include a question in interviews of prospective candidates to find out how they learned about a vacancy. This information should be recorded and analyzed by the Gender Outreach Officer;
- Targeted outreach should be continued beyond the pilot phase to those sites that rank high in successfully generating qualified women applicants; new sites should also be continuously identified including in the occupational areas where LSD vacancies are anticipated;
- Member States should be encouraged to designate national Points of Contact to help LSD reach potential national pools of women for its vacancies, including women transitioning out of the military that have experience in logistics support.

#### ***Publicity on women in logistics support to peacekeeping***

- The Gender Outreach Officer should initiate the design and targeted dissemination of a brochure and press releases about women in logistics support to peacekeeping, highlighting skills and experience, and providing information of interest to potential female recruits on the DPKO departmental website.

#### ***Leadership for positive action on gender balance in LSD***

- Top leadership in LSD should continue to create positive momentum and promote concrete action on gender balance. Progressive targets for female recruitment on support account and regular budget posts should be set and line managers should be held accountable.

#### ***Use by LSD of existing UN system information-sharing networks***

- Given the importance attached to UN experience by its programme managers for positions at all levels, LSD should circulate its vacancies regularly on other UN system networks and make effective use of the new DPKO intranet to circulate temporary vacancies in LSD HQ to DPKO staff in field missions; it should look into the possibility of joining the Interagency Mobility Programme (see Annex 4, Table 1);
- LSD should regularly exchange information with PMSS, OHRM and OSAGI on an informal basis on results of outreach efforts to women professionals in the logistics field and consider jointly fund as appropriate from the support account, outsourcing of the search for the most hard to find professional women.

### **B. Longer-term priorities for LSD follow up**

61. The following is a list of the priority areas that the present study identified for longer term LSD follow up in its campaign to recruit and retain more professional women in positions at Headquarters. These recommendations often echo other studies and reports

on factors that explain the slow movement toward gender balance in the United Nations system. It should be emphasized that some of these recommendations do not require direct action by LSD, but call for LSD to support proposals currently being considered in the larger context of personnel reforms for the UN Secretariat as a whole.

#### ***Gender-sensitive personnel practices***

- Review by LSD programme managers of job descriptions and vacancy announcements to attract women by ensuring that education, work experience and evaluation criteria are aligned with the broader competencies necessary for logistics support to peacekeeping at LSD headquarters. For example, emphasis may be placed on increasing levels of responsibility in using specific skills rather than years of experience. The desirability of UN field experience may be weighed against the aim of bringing in new blood by adopting the practice of other UN agencies to call for “development” experience more broadly;
- Sustain the interest of qualified women applicants during the selection process by instituting in collaboration with OHRM, on-line procedures to enable applicants and prescreened roster candidates to track the status of their applications and/or regularly update their personal information;
- Maintain contact with former women peacekeeping staff who might be interested in re-entry.

#### ***Career development***

- To help develop the pool of experienced women eligible for mid-level P4 posts, ensure that women staff, especially at the P2 and P3 levels, have access to mentoring and equal opportunities to build careers through training, field experience, and opportunities to demonstrate management ability and transferability of their skills across occupational lines;
- Support changes in personnel policy that would enable experienced General Service staff to move into the Professional category and build careers with increasing responsibilities;
- Make it easier for field staff to work at LSD Headquarters and vice versa, through a rotation policy, and in this context facilitate moves by qualified staff on temporary assignments in LSD to more stable support account and regular budget posts.

#### ***Work/life balance***

- Allow greater flexibility for staff mobility at different life stages and support the Secretary-General’s proposed reduction in the number of non-family peacekeeping locations;

- Encourage line managers to support new male and female recruits through mentoring and by actively supporting their career planning taking into account family responsibilities
- Encourage staff of LSD, men and women, to take advantage of the UN's flexible work arrangements.

### **VIII. Conclusions**

62. The UN-INSTRAW commends the Logistics Support Division for its initiative to implement a campaign to recruit more women professionals. A gradual increase in the number of women in logistics support and related professions in certain parts of the world bodes well for success in this campaign.

63. Recent personnel reform proposals of the Secretary-General aim to reduce existing administrative obstacles and time constraints experienced by LSD and other units in DPKO. This includes many of the practices discussed in the present report that impact on the recruitment of professional women such as improvements in contractual arrangements and conditions of service.

64. The continued commitment of senior leadership in LSD to recruit more professional women is a critical factor for meeting the growing logistics support requirements of multidimensional peacekeeping. Also important is the growing recognition by line managers of the important role they themselves can play in diversifying the workforce.

65. Targeted outreach with effective tracking through a wide set of networks, publications, and the media offers opportunities to reach untapped pools of qualified women and contribute to greater awareness and interest on the part of professional women in the work of LSD. Changes in the work culture and conditions of service including greater sensitivity to issues like work/life balance, stability of contracts, and opportunities for training would also be a major step forward.

## **ANNEXES**

**Annex 1:** List of discussion questions for focus groups

**Annex 2:** List of questions to former LSD women professionals

**Annex 3:** Summary comparison of project findings/recommendations with 2006 proposals of the Secretary-General

**Annex 4:** Outreach and recruitment sites

**Annex 5:** Further suggestions for recruitment-oriented internet searches

**Annex 6:** Gender Outreach Officer: Job Profile

## **References**



## **Annex 1: Discussion questions for focus groups**

DPKO is committed to a gender balanced staffing structure, but is encountering difficulties in achieving its goal at the professional level. The INSTRAW consultants have been tasked with helping to identify new pools of qualified women professionals – QWPS, for recruitment by the Logistics Support Division at Headquarters, and to analyze recruitment practices to identify any barriers to women's recruitment.

In this context they are seeking your inputs on the following:

- ✚ In your efforts to identify and recruit qualified professional women, what has been your experience?
- ✚ What positive or negative factors affect female recruitment to DPKO and LSD in particular?
- ✚ Are there changes you would recommend in the procedures or mechanisms for recruitment that could facilitate hiring of more professional women?
- ✚ Can you suggest networks or professional associations that might be tapped to find more qualified women professionals in your field? (Please send your specific suggestions of networks etc by email to [dpko-bsd1@un.org](mailto:dpko-bsd1@un.org) )





## **ANNEX 2: Questions for former women professionals at DPKO/LSD**

For this study we are interested in how women enter DPKO - what was your training/occupation and how did you happen to join a field mission?

Would you encourage other women to follow in your footsteps? Why or why not?

During your time working in field missions did you think of working at DPKO HQ at some point? If the latter, how did you make the transition? Why or why not?

If you have a partner and children or dependent parents, how did you manage the work/life balance?

What were your reasons for leaving DPKO?

Were you given an exit interview when you left?

Finally, part of this study involves identifying networks of women professionals with members who might be well-suited to positions in DPKO/LSD. (How) would you encourage women to work for DPKO/LSD? Where would you suggest DPKO look to find more women like yourself who can work in Logistics?



### Annex 3

#### Summary Comparison of UN-INSTRAW Findings/Recommendations with 2006 Proposals of the Secretary-General

Findings/Recommendations of UN-INSTRAW	SG Report on Investing in People <sup>1</sup>	SG Report on Improvement of the Status of Women in the UN Secretariat <sup>2</sup>
LSD should invest in a pilot project on targeted outreach to professional women qualified in logistics support including staff of other UN entities, women's activist and professional networks, NGOs, the press and academic institutions; professional publications and conferences and job fairs. The aim should be wider dissemination of information about LSD vacancies and to raise awareness about civilian roles in logistics support to peacekeeping; to carry out the pilot project, a P3 and a GS5 should be appointed on a temporary (11 months)	Engage in proactive and targeted recruitment campaigns to provide information about employment with the UN and to invite applications; outreach to academic and policy institutions, professional associations, NGOs, women's associations and Members States (p.17); establish dedicated recruitment and staffing centre to build rosters, conduct outreach campaigns and identify high quality candidates through targeted recruitment campaigns (p. 25)	
Develop a women-specific database of eligible persons in the field of logistics for LSD headquarters posts in collaboration with PMSS, OHRM and OSAGI and regularly circulate vacancies to this group and to former women peacekeeping staff	Use rosters of pre-screened candidates to replace short lists (p.16)	Create a gender data base of consultants, contractors and staff on short-term appointments and field assignments and circulate vacancy announcements to this group (p.13)
Ensure that women staff, especially younger women, in LSD have access to mentoring and equal opportunities to build careers by having field experience and opportunities to demonstrate management ability and the transferability of their skills across occupational	Expand career opportunities and training for existing staff; develop career models with potential career paths and cross-over points (p.41); expand development programmes for women leaders and emerging women	Establish templates for diverse career paths for different occupational categories of staff including managerial and high level (p.16); create a mentoring programme and...women-only

<sup>1</sup> *Investing in People*, Report of the Secretary General, A/61/255 and Add. 1.

<sup>2</sup> *Improvement of the Status of Women in the United Nations Secretariat*, Report of the Secretary General, A/61/318.



groups.	leaders at middle management level (p.42)	management development courses for high potential women at all levels (p.16)
Review job descriptions and vacancy announcements to ensure they do not overstate the need for technical know-how or number of years of experience, but instead call for increasing levels of responsibility in competencies needed for logistics support; modify language on “desirable” UN field experience		Line managers should review the formulation of education, work experience and evaluation criteria in the vacancy announcements in order to ensure they are sufficiently broad; ensure that managerial competencies are given the same rating as technical competencies for posts at P5 and above and assess experience through competency acquisition not time served in locations (p.13)
Make it easier for field staff to work at LSD Headquarters and vice versa, possibly through a regular rotation policy, and in this context support access by qualified staff in LSD on temporary assignments to more stable support account and regular budget posts	Expand career opportunities for serving staff and create a broader pool of talent by eliminating eligibility restrictions based on contractual status, category, location or duration of service. (p.16)	
Take greater advantage of experienced General Service staff in LSD by supporting changes that would enable them to move into the Professional category and to build careers with increasing responsibilities	Applications for P-2 posts not subject to geographical distribution to be accepted from qualified staff at any level in the General Service and related categories, field staff, and National Professional Officers(19)	Identify high potential General Service staff through the performance appraisal system and develop their career plans (p.16)
Encourage Member States to designate national Points of Contact to help LSD reach potential national pools of women for its vacancies, including those transitioning out of the military that have experience in logistics support		Liaise with national machineries and other bodies to identify highly qualified women in target countries (p.14); circulate vacancies to national machineries for women, national women’s organizations, women’s professional associations and universities (p.13 )
Allow greater flexibility for staff mobility at different	Improve work/life conditions (p.33);	Introduce a credit system of mobility to





life stages; encourage staff of LSD, men and women to take advantage of the UN's flexible work arrangements.	increase gender mainstreaming programmes to promote gender sensitivity in the workplace...(p.42); continue to address work/life issues that impede mobility and are a barrier to achieving gender parity, in particular concerns affecting women and staff with family responsibilities (p.33)	allow flexibility for staff at different life stages (p.16); foster an organizational culture supported by the senior management team that advocates the benefits of work/life balance for all employees with a particular focus on managers(p.17); Include indicators on gender balance and gender sensitivity in performance appraisals of all line managers (p.17).
Support the Secretary-General's proposed reduction in the number of non-family peacekeeping locations	Convert 7 of the current 23 non-family "special missions" to family status (p.64)	
Encourage line managers to support new male and female recruits through mentoring and by actively supporting their career planning taking into account family responsibilities	Managers... accountable for supporting and contributing to the development of their staff (p.45); mandatory induction and training requirements for managers (p.41)	Prepare individual development plans that are reflected in the performance appraisal system (p.16)
Emphasize training and temporary field assignments for female recruits at P2 and P3 levels to help develop the pool of experienced women eligible for mid-level P4 posts.	Develop entry-level Professional staff (P-2/P-3) by enhancing mandatory development programmes to facilitate staff movement across silos and enhance their employability in different parts of the Organization (p. 43)	



## ANNEX 4

### COVER PAGE - RECOMMENDED WEBSITES AND PUBLICATIONS FOR DPKO/LSD OUTREACH TO WOMEN PROFESSIONALS IN LOGISTICS SECTOR

The following websites and publications have been identified as having the potential for increasing the outreach to pools of women professionals both within and outside of the United Nations who are qualified for positions in the Logistics and Support Division.

#### Table 1. UN-Specific Networks

Networks for Vacancy Announcement distribution already existing within the United Nations system and recommendations for creating new networks.

#### Table 2. Women's Activist and Professional Networks

Women's networks worldwide whose membership includes women working in logistics and related fields.

#### Table 3. Humanitarian Aid NGOs and Press

Networks of professionals in the logistics sector in general, NGOs working in the humanitarian aid sector that also have logistics components, press that focuses on international and/or humanitarian crisis coverage.

#### Table 4. University and Institutions

Universities and Institutes with programs focusing on logistics-related fields, such as: supply chain management, engineering, aviation, transportation and technology.

#### Table 5. Recruitment and Staffing Services

Organizations listed specialize in diversity recruitment and/or staffing in the logistics sector.

#### Table 6. Select Print Publications & Radio Outlets

Print publications offered by the organisations and associations listed in tables, compiled for easy access, and incorporating select sector-specific print publications. Also includes select radio outlets.

#### Table 7. Conferences & Job Fairs

Upcoming conferences & job fairs being held by organisations in tables are compiled here for easy access.

Descriptions and follow-up actions to be taken by DPKO/LSD are provided for each organization, institution, association, and website listed, except in the case of the Recruitment and Staffing Services section.

*Please note that codes are used as short-hand throughout the document to identify which actions should be taken by DPKO/LSD. The codes are as follows: Vacancy Announcement (VA); Temporary Vacancy Announcement (TVa); Galaxy Link (GL); Human Interest Story (HIA); Interview (I); Publicity (PR). These actions are described in detail, with best practice examples, in the report.*

Table 1 UN-Specific

TABLE 1 UN - SPECIFIC CONTACTS					
KEY: VA = Vacancy Announcement; TVA = Temporary Vacancy Announcement; GL = Galaxy Link; HIA = Human Interest Story; I = Interview; PR = Publicity					
ORGANIZATION	CONTACT PERSON	OTHER CONTACT	PUBLICATION/DIRECTIONS	COST	DESCRIPTION/ACTION
GenderNet, UNDP <a href="http://www.undp.org/women/">http://www.undp.org/women/</a>	Tara Lisa Persaud, GenderNet Facilitator Email: tara.lisa.persaud@undp.org		PR/VA-newsletter	No fee	<b>Description:</b> Initiative of UNDP and OECD/DAC. Emailed monthly to 1,400 members. <b>Action:</b> Contact facilitator to post information about women in peacekeeping and VAs.
WomenWatch <a href="http://www.un.org/womenwatch/">http://www.un.org/womenwatch/</a>	Johannes Lang Email: langj@un.org		GL - website	No fee	<b>Description:</b> Webpage on "women in UN system" including link to "current vacancies at the UN," focusing on senior level vacancies. <b>Action:</b> link to the recommended DPKO Women & Peacekeeping "publicity page" (see recommendations) or link to Galaxy.
IANWGE (Inter-Agency Network on Women and Gender Equality)/OSAGI <a href="http://www.un.org/womenwatch/ianwge/index.html">http://www.un.org/womenwatch/ianwge/index.html</a>	Aparna Mehrotra Email: mehrotra@un.org		PR/VA - IANWGE E-Newsletter (prepared by OSAGI); HIA/PR - "Network" newsletter (prepared by OSAGI)	No fee	<b>Description:</b> Network Newsletter circulated quarterly to wide audience. <b>Action:</b> submit a Human Interest Story or interview with female professionals in DPKO/LSD and/or post VAs. Contact OSAGI for details re submitting to Network Newsletter and IANWGE E-Newsletter. <b>Other:</b> OSAGI currently circulates monthly Senior Vacancy Announcement List (P-5 & above), including DPKO vacancies, to a broad list of individuals and organizations via email.

Table 1 UN-Specific

<b>UN INSTRAW</b> <a href="http://www.un-instraw.org">www.un-instraw.org</a>	Newsletter Email: Lilian Garcia, <a href="mailto:lgarcia@un-instraw.org">lgarcia@un-instraw.org</a>	Website: Hilary Anderson Email: <a href="mailto:handerson@un-instraw.org">handerson@un-instraw.org</a>	VA - INSTRAW Newsletter & listserv; GL- website; HIA/I - website	No fee	<b>Description:</b> Newsletter sent out every 15 days. 10,000 individuals and organizations receive the English version, 3,000 receive the Spanish version. <b>Action:</b> submit Human Interest Story for inclusion on website and post VAs in Newsletter. <b>Other:</b> INSTRAW has posted a link to Galaxy on website and will feature an interview with a female professional at DPKO/LSD in December 2006.
<b>UNIFEM</b> <a href="http://www.unifem.org">www.unifem.org</a>	Vina Nadjibulla Email: <a href="mailto:vina.nadjibulla@unifem.org">vina.nadjibulla@unifem.org</a>		PR/VA- Governance, Peace and Security Monthly Update	No fee	<b>Description:</b> Monthly update circulated to wide audience. <b>Action:</b> Contact UNIFEM for details on PR on role of women at DPKO.
<b>Relief Web (OCHA)</b> <a href="http://www.reliefweb.int">http://www.reliefweb.int</a>	Kathleen Keene, Associate Information Officer, Ext. 7.9107 Email: <a href="mailto:vacancies@reliefweb.int">vacancies@reliefweb.int</a>		VA - website (fill out online form)	No fee	<b>Description:</b> Weekly job announcements sent via email to 60,000 subscribers. <b>Action:</b> Complete online form to post vacancies on website ( <a href="http://www.reliefweb.int/rw/res.nsf/doc212?OpenForm">http://www.reliefweb.int/rw/res.nsf/doc212?OpenForm</a> )
<b>International Civil Aviation Organization</b> <a href="http://www.icao.int/">http://www.icao.int/</a>	General email: <a href="mailto:icaohq@icao.int">icaohq@icao.int</a>		VA - circulation to network	Email for more information.	<b>Description:</b> UN specialized agency based in Canada with regional offices. <b>Action:</b> Email for more information on how to distribute VA/TVAs to network.

Table 1 UN-Specific

<b>UNESCO, Women in Science</b> <a href="http://www.unesco.org/science/women/eng/">www.unesco.org/science/women/eng/</a>	Renée Clair Email: <a href="mailto:r.clair@unesco.org">r.clair@unesco.org</a>		PR - website	No fee	<b>Description:</b> Women in Science program was created through a partnership between L'Oréal and UNESCO to promote women in scientific research. <b>Action:</b> post PR on women's role in peacekeeping and/or general "call for applicants" and link to Galaxy in News portion of website.
<b>World Federation of Engineering Organizations</b> <a href="http://www.unesco.org/wfeo/">http://www.unesco.org/wfeo/</a>	Tahani Lefebure Email: <a href="mailto:tl.fmoi@unesco.org">tl.fmoi@unesco.org</a>		GL - website; PR - newsletter	No fee	<b>Description:</b> Established with the support of UNESCO. Membership: eighty national engineering institutions. <b>Action:</b> link to Galaxy through website; PR on women's role in peacekeeping and/or "call for applicants" in Newsletter (online: <a href="http://www.unesco.org/wfeo/news.html">http://www.unesco.org/wfeo/news.html</a> )
<b>Human Resources Network</b>	Susie Palmer, CEB Secretariat, UNOG Email: <a href="mailto:jpalmer@unog.ch">jpalmer@unog.ch</a>		VA - email	No fee	<b>Description:</b> The HR Network Group consists of all HR Chiefs and Directors in the UN System, including observers (International Training Centre of the ILO, International Organisation for Migration, Commonfund, Organisation for the Prohibition of Chemical Weapons Preparatory Commission for the Comprehensive Nuclear-test-ban Treaty Organization) and the International Civil Service Commission (ICSC) and Staff Associations. The CEB Secretariat at UNOG is in control of the list, but will give it to interested parties for posting VA/TVAs upon request. <b>Action:</b> Send VA/TVAs to this list.



Table 1 UN-specific

<b>UNDG Inter-Agency Mobility Program (IAMP) Vacancy System</b> <a href="http://iamp.undg.org/">http://iamp.undg.org/</a>	IAMP Chair Email: webmaster@iamp.undg.org		VA - circulation to network	No fee	<b>Description:</b> Temporary and permanent vacancies within the UN System are posted on this website, which can only be accessed by current UN staff. Participating organizations include: UNDP, UNFPA, UNICEF, WFP, UNOPS, UNSSC and UNAIDS <b>Action:</b> Email IAMP Chair to explore membership in this program and circulate VA/TVAs on website.
<b>UN Regional Commissions</b>			VA - circulation to network	No fee	<b>Action:</b> Develop list of Points of Contact at each of the Regional Commissions to distribute HQ VA/TVAs to their networks (e-newsletters, etc).
<b>UN Member States</b>			Publicize job opportunities	No fee	<b>Action:</b> Encourage Member States to identify a Point of Contact to publicize job opportunities to national networks (e-newsletters, etc).
<b>Human Resource Officers &amp; Focal Points for Women, DPKO Missions</b>			VA - circulation to network	No fee	<b>Action:</b> Ensure that DPKO intranet is used to circulate TVAs, and encourage HR staff at missions to regularly help HQ identify potential candidates among international and national mission staff.
<b>United Nations Logistics Base (Brindisi)</b>	General email: personnel@unlb.org		VA - circulation to network	No fee	<b>Action:</b> Email to coordinate circulation of VA/TVAs with training programmes and/or circulation of PR on women in DPKO at training events.

Table 2 Women - Specific

TABLE 2 WOMEN'S NETWORK CONTACTS					
KEY: VA = Vacancy Announcement;TVA = Temporary Vacancy Announcement;GL = Galaxy Link; HIA = Human Interest Story; I = Interview; PR = Publicity					
ORGANIZATION	CONTACT DETAILS	OTHER CONTACT	PUBLICATION/DIRECTIONS	COST	DESCRIPTION/ACTION
International Aviation Women's Association <a href="http://www.iawa.org/pages">http://www.iawa.org/pages</a>	General Email: <a href="mailto:info@iawa.org">info@iawa.org</a>		PR - Monthly Newsletters	Awaiting more information	<b>Description:</b> "international organization for women who hold executive positions across the entire spectrum of the aviation and aerospace industry." Hold Annual Conference (last conference October 2006, New York). <b>Action:</b> Email for information on how to include PR on women in peacekeeping and/or general "call for applicants" in monthly newsletter ( <a href="http://www.iawa.org/pages/media/">http://www.iawa.org/pages/media/</a> ) .
The Ninety-Nines, International Association of Women Pilots <a href="http://www.ninety-nines.org/">http://www.ninety-nines.org/</a>	General Email (website): <a href="mailto:networking@ninety-nines.org">networking@ninety-nines.org</a>	General Email (magazine): <a href="mailto:News@ninety-nines.org">News@ninety-nines.org</a>	VA - website; PR - "99 News" the International Women Pilots Magazine (bi-monthly)	Magazine advertising rates run from \$200 to \$1000; classified ads \$45 per column inch.	<b>Description:</b> International organization of almost 7,000 licensed women pilots from 35 countries including Canada, UK, India, and Nigeria, with the majority residing in the United States. <b>Action:</b> Email for information on posting VAs to website and to advertise in magazine. Note: magazine advertisizing due the 1st of every other month

Table 2 Women - Specific

<b>Women in Aviation, International</b> <a href="http://www.wai.org/about.cfm">http://www.wai.org/about.cfm</a>	Annette Calicoat Email: <a href="mailto:acalicoat@wai.org">acalicoat@wai.org</a>		PR - Magazine, Aviation for Women, published by-monthly; VA - website	<b>Online only:</b> \$1.55 per word (30 days); <b>Magazine &amp; online:</b> \$84 per column inch (No fee listed on the website for 30 days)	<b>Description:</b> More than 6,000 members; chapters in USA, Canada, Nigeria, Europe. Holds an annual conference; 2007 Dates/Location: February 15-17, Coronado Springs Resort, Orlando, FL. <b>Action:</b> Place PR ad in magazine. Post VA on website. Recruitment information and/or DPKO presence at 2007 conference. Email for details.
<b>Women Military Aviators (USA)</b> <a href="http://www.womenmilitaryaviators.org/default.asp">http://www.womenmilitaryaviators.org/default.asp</a>	General Inquiries: Victoria Calhoun Email: <a href="mailto:President@womenmilitaryaviators.org">President@womenmilitaryaviators.org</a>		PR - conference	Awaiting more information	<b>Description:</b> WMA is a non-profit focusing on networking, scholarships, biennial conventions, and links to additional information on women aviators. <b>Action:</b> Send recruitment information and/or DPKO presence at 2007 conference.

Table 2 Women - Specific

<b>Commission on Gender and Cartography, International Cartographic Association (ICA)</b> <a href="http://www.geo.ar.wroc.pl/GC/">http://www.geo.ar.wroc.pl/GC/</a>	Co-chair, Prof. Ewa Siekierska Email: siekiers@nrcan.gc.ca	Director, Dr. Ewa Krzywicka-Blum	GL/VA - website	No fee	<p><b>Description:</b> Website includes directory of women cartographers who are members of the ICA in: Albania, Australia, Botswana, Brazil, Canada, Chile, Columbia, Costa Rica, Czech Republic, Denmark, Finland, France, Germany, Greece, Hong Kong, Hungary, Iran, Israel, Kenya, Mexico, Netherlands, New Zealand, Norway, China, Philippines, Poland, Russia, South Africa, Spain, Sri Lanka, Sudan, Sweden, Switzerland, Tanzania, Thailand, Turkey, UK, USA (last updated online 2003). One of the 3 official journals of the ICA is the Cartography and Geographic Information Society (CaGIS) Journal. See offline publications table for more information.</p> <p><b>Action:</b> Send follow-up email for more information on link to Galaxy or distribution of VAs to members; they have already replied with interest. Recruiters/Managers may use this directory to conduct direct outreach to women cartographers.</p>
<b>Commission on Gender and Geography, International Geographic Union</b> <a href="http://www2.fmg.uva.nl/igugender/index.html">http://www2.fmg.uva.nl/igugender/index.html</a>	Chair, Steering Committee Dr. Tovi Fenster (University of Tel Aviv) Email: tobiws@post.tau.ac.il	Steering Committee Member, Dr Mariama Awumbila (University of Ghana) Email: mawumbila@hotmail.com; mawumbil@ug.edu.gh	GL - website	No fee.	<p><b>Description:</b> 400 members in 60 countries; mostly academic-based. Have a bi-annual newsletter. Holding a conference in Tunisia in 2008.</p> <p><b>Action:</b> Send follow-up email on including an announcement (PR) in newsletter; they have already replied that they would include it. Recruiters/Managers may wish to follow-up with Steering Committee members, who are located in various regions, specifically to distribute VAs through their networks.</p>

Table 2 Women - Specific

<b>Society of Women Geographers (international, based in USA)</b> <a href="http://www.iswg.org/index.html">http://www.iswg.org/index.html</a>	Kimberley Crews, President Tel: 202.546.9228		PR - circulate to network	Call for more information.	<b>Description:</b> International network of women anthropologists, geologists, journalists, biologists, archaeologists, oceanographers, geographers, economists, diplomats, explorers and ecologists. <b>Action:</b> Call contact for further information; possible PR on women in peacekeeping through email lists or newsletter.
<b>International Network of Women Engineers and Scientists, INWES (Canada)</b> <a href="http://www.inwes.org/index.asp">http://www.inwes.org/index.asp</a>	General Email: inwes@gmc.ulaval.ca		GL - website ; PR - website/ newsletter	Email for more information.	<b>Description:</b> global network of organizations of women in Science, Technology, Engineering and Mathematics reaching over 40 countries worldwide; regional list of organizationals and individual members (online: <a href="http://www.inwes.org/about_map.asp">http://www.inwes.org/about_map.asp</a> ). Network includes Arab Network for Women in Science and Technology in Middle East and individual members in over 10 African nations. Conference: ICWES14 will be held in France in July of 2008. <b>Action:</b> email to link to Galaxy and/or feature PR on women's role in peacekeeping on website.
<b>Women's Engineering Society (UK)</b> <a href="http://www.wes.org.uk/">http://www.wes.org.uk/</a>	General Email: info@wes.org.uk		VA - website; PR - in journal	<b>Online:</b> GBP250 per month (= \$475 at 1.9 rate of conversion)	<b>Description:</b> WES promotes the education, practice, and training of women engineers. <b>Action:</b> post VA on website (online: <a href="http://www.wes.org.uk/jobsandcareers.shtml">http://www.wes.org.uk/jobsandcareers.shtml</a> ). Email for information about advertising/PR in journal, The Woman Engineer (quarterly).
<b>IEEE (Institute of Electrical and Electronics Engineers), Women In Engineering Affinity Groups</b> <a href="http://www.ieee.org/portal/pages/committee/women/index.html">http://www.ieee.org/portal/pages/committee/women/index.html</a>	General Email: women@ieee.org		VA - website (post online); GL & PR - website/ newsletter	<b>Online:</b> 30 days = \$205	<b>Description:</b> IEEE has 365,000 members in over 150 countries. The Women in Engineering affinity group has chapters in all regions, including Nigeria, Macedonia, Russia, South Africa, Spain, Switzerland, Turkey, UK&Ireland, United Arab Emirates, most of South America & Asia and Pacific regions. <b>Action:</b> Post VA online ( <a href="http://careers.ieee.org/">http://careers.ieee.org/</a> ); Email for more information about posting Galaxy link and/or PR about women in peacekeeping.

Table 2 Women - Specific

<b>Dafnet, Imperial College (UK)</b> <a href="http://www.wes.org.uk/daphnet.html">http://www.wes.org.uk/daphnet.html</a>	List manager Email: prwain2@yahoo.co.uk		VA - listserv	Unknown	<b>Description:</b> Email list for and about women in science, engineering and technology. Reaches 275 professional women. <b>Action:</b> PR and/or VAs through listserv. Contact listserv manager who will post message (sends 4-8 messages a week).
<b>Society of Women Engineers (USA)</b> <a href="http://www.swe.org">http://www.swe.org</a>	John Goodrich, Advertising: PH: 434-244-9776	Magazine Advertising Email: adv@swe.org;	VA -online form; PR - Society of Women Engineers magazine	<b>Online:</b> 1 post online = \$250 60/days; <b>Magazine Advertising:</b> rates for 1-2 issues: 1/4 page: \$1,472; 1/3 page: 1,849; 1/2 page: \$2,239; full page: 3,851	<b>Description:</b> National reach, with members in all engineering sectors. SWE Magazine has a circulation of 18,000+. Hold an annual conference. <b>Action:</b> post VAS by filling out online form ( <a href="https://scc.swe.org/careercenter/CC13PostaJob.aspx">https://scc.swe.org/careercenter/CC13PostaJob.aspx</a> )
<b>Association of South African Women in Science and Engineering (Africa)</b> <a href="http://www.sawise.org.za/">http://www.sawise.org.za/</a>	General Email: sawise@botzoo.uct.ac.za	Prof. Anusuya Chinsamy-Turan Chair, SAWISE Email: Anusuya.Chinsamy-Turan@uct.ac.za	VA/PR- email mailing list; newsletter	No fee.	<b>Description:</b> National organization with members in South Africa's 9 provinces. "An important function of SA WISE is to improve communication among women scientists and engineers." <b>Action:</b> Use email list and newsletter to send out VA and/or PR on women in peacekeeping (need for engineers, etc). Email to follow-up; initial response positive and also indicated that they would be able to distribute vacancies through the larger African Women in Science and Engineering Network.



Table 2 Women - Specific

<b>Women in Logistics, Northern California</b> <a href="http://www.womeninlogistics.org/index.htm">http://www.womeninlogistics.org/index.htm</a>	Melinda Arhontes, WIL Job Bank Coordinator Email: melinda_arhontes@apl.com		VA - website (instructions online)	Email for more information.	<b>Description:</b> 200 members. Mission: "to provide resources for women in the business of logistics, transportation, supply chain management and technology. Our goal is to maintain an information resource network for career development, mentoring, and educational opportunities." <b>Action:</b> Complete online form to post VA (instructions: <a href="http://www.womeninlogistics.org/jobsf/sub_job.htm">http://www.womeninlogistics.org/jobsf/sub_job.htm</a> ).
<b>WorldWIT (International Women, Insight, Technology network)</b> <a href="http://www.worldwit.org">http://www.worldwit.org</a>	Sales Department, General email: sales@worldwit.org		VA - website	<b>Online:</b> 1 job posted to website and sent to 80 chapters for \$250	<b>Description:</b> "[T]he leading global online and offline network for women in business and technology." Includes chapters in: Nigeria; Australia; India; The Netherlands; Ireland; China; Nepal; France; Canada; Russia; Taiwan; Germany; (full list: <a href="http://www.worldwit.org/Chapters/">http://www.worldwit.org/Chapters/</a> ) <b>Action:</b> Email sales department to post VA on website.
<b>Third World Organization for Women in Science (Italy)</b> <a href="http://www.twows.org/">http://www.twows.org/</a>	Leena Mungapen, TWOWS Secretariat Email: info@twows.org		VA/PR - circulate to network	Email for more information.	<b>Description:</b> "TWOWS is the first international forum to unite eminent women scientists from the South with the objective of strengthening their role in the development process and promoting their representation in scientific and technological leadership." 2,120 full individual and 29 full institutional members in 87 developing countries. Conferences held every 3 years (last conference in 2006 in Brazil). <b>Action:</b> Email for details on distributing VA/PR or general "call for applicants" to network.

Table 2 Women - Specific

<b>Women in Global Science and Technology, WIGSAT (Canada)</b> <a href="http://www.wigsat.org/">http://www.wigsat.org/</a>	Sophia Huyer Email: shuyer@wigsat.org		VA - listserv	No fee	<b>Description:</b> Runs and international email list, WIGSAT-L. WIGSAT-L is an "Internet mailing list on International gender, science and technology issues, for NGOs, researchers, policy makers and anyone interested in gender, science and technology for development. The list regularly distributes information on job announcements, events, and publications, including the International Gender, Science and Technology Digest." Has ties with UN Commission on Science and Technology for Development (UNCSTD). See also the Gender Science and Technology Gateway run by the Gender Advisory Board. <b>Action:</b> Email Contact to post VA on listserv.
<b>National Institute for Women in Trades, Technology and Science (USA)</b> <a href="http://www.iwitts.com/html">http://www.iwitts.com/html</a>	General Email: ejobs@iwitts.com		VA - website (fill out online form or email)	<b>Online:</b> 1 month=\$40; 3 months = \$100	<b>Description:</b> "provides the tools to successfully integrate women into male-dominated careers... Careers range from automotive technician to pilot, computer networking technician, telecommunications engineer, electrician and police officer..." <b>Action:</b> Post VAs on website by filling out online form ( <a href="http://www.iwitts.com/html/email_e-jobs.html">http://www.iwitts.com/html/email_e-jobs.html</a> )
<b>Women in Technology International (international, based in USA)</b> <a href="http://www.witi.com/">http://www.witi.com/</a>	Customer Service: Tel: 888.575.9675 or post online		VA - website (post online)	<b>Online:</b> 60 days = \$295	<b>Description:</b> International network of women; including chapters in Australia, Canada, China, Ireland, Mexico, South Africa, Spain, UK. <b>Action:</b> Complete online form to post VA ( <a href="http://jobs.witi4hire.com/r/jobs/post/index.cfm?site_id=273">http://jobs.witi4hire.com/r/jobs/post/index.cfm?site_id=273</a> ).

Table 2 Women - Specific

<b>Computer Professionals for Social Responsibility (CPSR), Women in Computing Section (international, based in USA)</b> <a href="http://www.cpsr.org/issues/womenintech/">http://www.cpsr.org/issues/womenintech/</a>	General Email: <a href="mailto:cpsr@cpsr.org">cpsr@cpsr.org</a>	Job listings Email: <a href="mailto:job-listings@lists.cpsr.org">job-listings@lists.cpsr.org</a>	GL - website; PR - mailing list; newsletter; journal	Email for more information.	<b>Description:</b> Global organization promoting the responsible use of computer technology. Members in 26 countries on six continents. Chapters in: USA, Peru, Spain, Canada, Africa, Uganda, and Japan. <b>Action:</b> Send VA/PR on women in peacekeeping (need for computer professionals) to email list/newsletter/journal. Email for more information. Website indicates that job listing email sent out infrequently.
<b>Red Argentina de Genero, Science, and Tecnologia</b> <a href="http://www.ragcyt.org.ar/UntilledFrameset-3.html">http://www.ragcyt.org.ar/UntilledFrameset-3.html</a>	None (form on website)		HIA or PR - possibly post general call under "noticias" section	Email for more information.	<b>Description:</b> Organization focusing on Gender, Science and Technology in Argentina. Links with UNIFEM, UNESCO, and UNICEF. Note: website in Spanish. <b>Action:</b> Consider having a human interest article on women in peacekeeping and/or the need for women professionals in DPKO for the website. They have already emailed back with interest in including a piece on women and DPKO their website in English and Spanish, and are also interested in collaboration on the theme of women in peacekeeping and/or in the sciences and technology in the future.
<b>Committee on Women in the NATO Forces, Office of Women in the NATO Forces</b>	Office on Women in the NATO Forces, General Email: <a href="mailto:dims.win@hq.nato.int">dims.win@hq.nato.int</a>	Committee on Women in the NATO Forces, Chairperson: Col. Dr. Matchulat	PR - general	Email for more information.	<b>Description:</b> "The Committee on Women in the NATO Forces' (CWINF) mission is to advise NATO leadership and member nations on critical issues affecting women in the Alliance's Armed Forces." Working to increase the numbers of women recruited to PKOs and also the range of careers available to women in the field. The Office on Women in the NATO Forces acts as CWINF's Secretariat. Conferences held every other year (last in 2006). <b>Action:</b> Email to establish relationship for future outreach and possible discussion on NATO recruitment strategies to increase women's participation in peacekeeping forces.

Table 2 Women - Specific

<b>Women In International Security (WIIS), Center for Peace &amp; Security Studies, Georgetown University</b> <a href="http://wiis.georgetown.edu/">http://wiis.georgetown.edu/</a>	JoyInn Shoemaker, Executive Director Email: shoemakj@georgetown.edu	General Email: wiisinfo@georgetown.edu	PR - general	Email for more information.	<b>Description:</b> WIIS is a non-profit organization dedicated to increasing the influence of women in the fields of foreign and defense affairs by raising their numbers and visibility, while enhancing dialogue about international security issues. <b>Action:</b> Email to establish relationship for future outreach (they have a listserv & newsletter) and discussion/collaboration on their current project (funded by the Stanley Foundation) on recruitment strategies to increase women's participation in peacekeeping forces - in and outside of the UN System.
<b>Academy Women (USA)</b> <a href="http://www.academywomen.org">http://www.academywomen.org</a>	Susan Feland Email: oisusan@yahoo.com		VA- website & newsletter.	Unknown; Fee for publicity at Conference btw \$5,000-10,000	<b>Description:</b> Membership organization for women graduates of the 5 military academies in the the U.S. (including interntional grads). 825 women registered members. <b>Action:</b> Post VA in newsletter and on website (newsletter is quarterly). Email for more information; intial response indicates interest.
<b>Association of Women's Rights in Development (AWID), Canada</b> <a href="http://www.awid.org/jobs/">http://www.awid.org/jobs/</a>	General Email: awid@awid.org		VA - listserv	No fee	<b>Description:</b> Job vacancies sent to listserv weekly and listed on website. UNIFEM; UNDP job vacancies are listed here. <b>Action:</b> Send VA in advance to AWID moderator.

Table 2 Women - Specific

<b>International Federation of Business and Professional Women</b> <a href="http://www.bpwintl.com/start.htm">http://www.bpwintl.com/start.htm</a>	Chonchanok Viravan, President Email: chonchanok.viravan@bpw-international.org		VA or PR - Quarterly Newsletter	No fee for GL; Email for more information on newsletter	<b>Description:</b> Members and Associates from 80 countries and in all 5 regions. Notable members include: Helvi Sipilä, the first woman to be appointed as Assistant Secretary-General to the United Nations and Esther Hymer, the first Chairperson of NGO CSW  <b>Action:</b> Post VA and/or PR on women and peacekeeping in newsletter. Newsletters published in Jan, April, July, October; send articles one month before publication to president's email. International Conference in Mexico in 2008. See website for details on Regional Conferences. Email them with GL; they have already responded that they will post it on their website.
<b>International Federation of University Women</b> <a href="http://www.ifuw.org/index.htm">http://www.ifuw.org/index.htm</a>	Leigh Bradford Ratteree, IFUW Secretary General Email: lbr@ifuw.org	General Email: info@ifuw.org	PR - Bi-monthly Newsletter GL - website	No fee	<b>Description:</b> "International, non-profit organization of women graduates working to promote lifelong education, to improve the status of women and girls and to enable women to effect positive change for a peaceful world." Regional groups in: Africa, Asia, South Asia, Central America, Latin America, Europe, and Pacific. <b>Action:</b> Email to include PR on women in peacekeeping and/or general "call for applicants" in newsletter (details: <a href="http://www.ifuw2.org/newsflash/newsflash_view_first.asp">http://www.ifuw2.org/newsflash/newsflash_view_first.asp</a> ). Email them with GL; they have already responded that they will post it on their website.
<b>National Association of Women in Construction (USA)</b> <a href="http://www.nawic.org/">http://www.nawic.org/</a>	Kara Roberson, Communications Director Email: karar@nawic.org		VA - website (post online)	<b>Online:</b> 1 month = \$175; 2 months = \$300	<b>Description:</b> 5,500 members in USA. International affiliates in: Australia, New Zealand; South Africa; UK; Canada. <b>Action:</b> Post VA online ( <a href="http://www.jobtarget.com/r/jobs/index.cfm?site_id=270">http://www.jobtarget.com/r/jobs/index.cfm?site_id=270</a> )

Table 2 Women - Specific

<b>Association of African Women for Research and Development (Senegal)</b> <a href="http://www.afard.org/English/In_engl.htm">http://www.afard.org/English/In_engl.htm</a>	General Email: <a href="mailto:aaword@sentoo.sn">aaword@sentoo.sn</a>		VA or PR - Newsletter	Email for more information.	<b>Description:</b> Members and Associates in 17 African countries, the Americas and Europe. <b>Action:</b> Email for information on posting VA or PR on women in peacekeeping in newsletter.
<b>Siyanda/BRIDGE, Institute for Development Studies, Sussex (UK)</b> <a href="http://www.siyanda.org/">http://www.siyanda.org/</a>	Adrian Bannister Email: <a href="mailto:A.Bannister@ids.ac.uk">A.Bannister@ids.ac.uk</a>		VA - website	No fee.	<b>Description:</b> Siyanda is hosted by BRIDGE - the gender and development research and information service located at the Institute of Development Studies (United Kingdom). Website also provides access to/announcements distributed to the 1000 experts listed on website ( <a href="http://www.siyanda.org/exps/">http://www.siyanda.org/exps/</a> ). <b>Action:</b> Post VA on website announcement board ( <a href="http://www.siyanda.org/forum/xviewthread.cfm?Thread=120040105020249">http://www.siyanda.org/forum/xviewthread.cfm?Thread=120040105020249</a> ). Post general call for applicants and/or PR about women in peacekeeping.
<b>WIGSAT Gender Advisory Board, UN Commission on Science and Technology for Development</b> <a href="http://gstgateway.wigsat.org/gw.html">http://gstgateway.wigsat.org/gw.html</a>	Sophia Huyer Email: <a href="mailto:shuyer@wigsat.org">shuyer@wigsat.org</a>		GL - website ; PR - mailing list	No fee	<b>Description:</b> Hosted by Women in Global Science and Technology (WIGSAT), the Gender Advisory Board provides advice to the UN Commission on Science and Technology for Development (UNCSTD); has regional secretariats in Africa, Southeast Asia, and the Americas. <b>Action:</b> post link to Galaxy on website (follow online directions: <a href="http://gstgateway.wigsat.org/SD3/add.php">http://gstgateway.wigsat.org/SD3/add.php</a> ); send general PR "call for women applicants" through WIGSAT-L listserv (see women-specific list for details).



Table 3 NGO &amp; Press

TABLE 3 NGO AND PRESS CONTACTS					
KEY: VA = Vacancy Announcement; TVA = Temporary Vacancy Announcement; GL = Galaxy Link; HIA = Human Interest Story; I = Interview; PR = Publicity					
ORGANIZATION	CONTACT DETAILS	OTHER CONTACT	PUBLICATION/ DIRECTIONS	COST	DESCRIPTION/ACTION
RedR - India <a href="http://www.redr.org/india/index.htm">http://www.redr.org/india/index.htm</a>	General Email: <a href="mailto:info@redrindia.org">info@redrindia.org</a>		GL - website	Email for more information	<b>Description:</b> A regional group of RedR International. RedR stands for "Register of Engineers for Disaster Relief"; Different regional offices (see below); Most also hold trainings -- including humanitarian logistics courses and supply chain management training ( <a href="http://www.redr.org/redr/training/programme.htm">http://www.redr.org/redr/training/programme.htm</a> ) <b>Action:</b> Email to post link to Galaxy on website.
RedR - Eastern Africa <a href="http://www.redr.org/eastern_africa/index.htm">http://www.redr.org/eastern_africa/index.htm</a>	Chantal McIlveen-Wright, RedR-IHE Membership & Recruitment manager Email: <a href="mailto:chantal@chantal.plus.com">chantal@chantal.plus.com</a>		GL - website	Email for more information	<b>Description:</b> Regional group of RedR International. <b>Action:</b> Follow-up email to post link to Galaxy on website. Initial response indicates interest.

Table 3 NGO &amp; Press

<b>RedR - Australia</b> <a href="http://www.redr.org/australia/index.htm">http://www.redr.org/australia/index.htm</a>	Rhodri Wynn-Pope, External Liaison Manager Email: <a href="mailto:rwp@redr.org.au">rwp@redr.org.au</a>		GL/PR - website	Email for more information	<b>Description:</b> Regional group of RedR International. Have "standby staffing arrangements" with: UNHCR, the WFP, UN JLC, UNICEF, OCHA, and UNOPS. <b>Action:</b> Follow-up email to post link to Galaxy on website and for possible PR to female members. Initial response indicates interest. See Recruitment sheet for more information on "stand-by arrangements."
<b>RedR - New Zealand</b> <a href="http://www.redrnz.org.nz/">http://www.redrnz.org.nz/</a>	Neil K Mander, Director Email: <a href="mailto:director@redrnz.org.nz">director@redrnz.org.nz</a>		GL - website	Email for more information	<b>Description:</b> Regional group of RedR; maintains a close liaison with related organisations such as the Ministry for Emergency Management, Save the Children Fund, Volunteer Service Abroad, Water for Survival, OXFAM and CARITAS. <b>Action:</b> Email to post link to Galaxy on website.
<b>RedR - IHE, United Kingdom</b> <a href="http://www.redr.org/london/recruitment/index.htm">http://www.redr.org/london/recruitment/index.htm</a>	Alessandro Iaconi, Recruitment Administrator Email: <a href="mailto:recruitment@redr.org">recruitment@redr.org</a>		PR/VA - website and e-bulletin	website/e-bulletin = 150/250;	<b>Description:</b> RedR London has a recruitment service, specializing in humanitarian aid; actively recruiting for several logistics-related positions; they also have an office in Sri Lanka. <b>Action:</b> Email to post PR on women in peacekeeping and/or VA on website. Initial response indicates interest. See recruitment services sheet for more information on that aspect of their services.
<b>Engineers Without Borders (Canada)</b> <a href="http://www.ewb.ca/en/index.html">http://www.ewb.ca/en/index.html</a>	Brenna Donoghue, Director of Communications Email: <a href="mailto:brennad@ewb.ca">brennad@ewb.ca</a>		PR - circulation to network	No fee	<b>Description:</b> Engineering development group focusing on long-term (sustainable) development projects rather than humanitarian assistance. <b>Action:</b> Send PR (brochures, etc) for distribution to their networks.

Table 3 NGO &amp; Press

<b>Engineers Against Poverty (UK)</b> <a href="http://www.engineersagainstpoverty.org/">http://www.engineersagainstpoverty.org/</a>	Ian Neal Email: <a href="mailto:i.neal@engineersagainstpoverty.org">i.neal@engineersagainstpoverty.org</a>		GL - website; PR - newsletter	Email for more information	<b>Description:</b> "UK based international development NGO committed to...ending of world poverty... through brokering and supporting multi-sector partnerships between the state, private and civil society sectors and by developing other innovative pro-poor engineering initiatives." <b>Action:</b> Follow-up email for more information (initial response from Ian Neal indicates that they would be interested in posting link to Galaxy on their website).
<b>Dev-Zone, Development Resource Center (New Zealand)</b> <a href="http://www.dev-zone.org/jobs/">http://www.dev-zone.org/jobs/</a>	General Email: <a href="mailto:justin@dev-zone.org">justin@dev-zone.org</a>		VA - weekly emails; magazine; website	Email for more information	<b>Description:</b> "Dev-Zone is an independent Aotearoa New Zealand based resource centre on international development and global issues." They have a job center with specific "engineering," "logistics," and "peace and conflict" sections. <b>Action:</b> Email for information on posting VAs to weekly emails, magazine, and website.
<b>AlertNet (Reuters)</b> <a href="http://www.alertnet.org/people/jobs/index.htm">http://www.alertnet.org/people/jobs/index.htm</a>	General Email: <a href="mailto:alertnet@reuters.com">alertnet@reuters.com</a>		VA - website; PR - website; HIA - website	Email for more information	<b>Description:</b> "Reuters AlertNet is a humanitarian news network based around a popular website. It aims to keep relief professionals and the wider public up-to-date on humanitarian crises around the globe." Four million users a year; a network of four hundred contributing humanitarian organizations; its weekly email digest is received by more than 17,000 readers. <b>Action:</b> Email for information on how to post VA and/or GL on website and/or human interest article or PR piece about women in DPKO.

Table 3 NGO &amp; Press

<b>Concern Worldwide</b> (UK, Ireland, USA) <a href="http://www.concern.net/getinvolved/jobs.ds2">http://www.concern.net/getinvolved/jobs.ds2</a>	General Email: <a href="mailto:hrenquiries@concern.net">hrenquiries@concern.net</a>		VA - website	Email for more information	<b>Description:</b> International humanitarian aid NGO. Have links to job vacancies of others in their network. <b>Action:</b> Email on possibility of becoming a member of their network and/or posting a link to Galaxy on their website.
<b>Disaster Resource Network</b> <a href="http://www2.drnglobal.org/home">http://www2.drnglobal.org/home</a>	Robert Bellhouse, Executive Director Email: <a href="mailto:info@drnglobal.org">info@drnglobal.org</a>		GL- website	Email for more information	<b>Description:</b> Initiative of the World Economic Forum; brings together engineers, logisticians, etc. from the private sector together to work on logistics in emergency situations; possible partnership opportunities. <b>Action:</b> Email about possible partnership; VA and/or Galaxy link posting to website and possible opportunities for PR on women and peacekeeping.
<b>Experience Development (UK)</b> <a href="http://www.experiencedevelopment.org/advertise.php">http://www.experiencedevelopment.org/advertise.php</a>	Advertising Email: <a href="mailto:advertise@experiencedevelopment.org">advertise@experiencedevelopment.org</a>		VA - website; PR/GL - website	Single= 70 BSP; Annual = 399 BSP; Website advertising =65 BSP per month; 165 BSP per year	<b>Description:</b> Experiencedevelopment.org "is a not-for-profit company and the UK's most comprehensive development sector guide, providing links and listings to worldwide development organisations, courses, news, events, research sources and jobs. The website currently receives over 100,000 hits every month from development professionals and students around the world" (not gender disaggregated). <b>Action:</b> Email to post VA on website. Consider posting Galaxy link and or general PR about women in peacekeeping.

Table 3 NGO &amp; Press

<b>MaximsNews</b> <a href="http://www.maximsnews.com/">http://www.maximsnews.com/</a>	Advertising Email: ElsieHillman@MaximsNews.com		PR/GL - website	Email for more information	<b>Description:</b> "MaximsNews Network® LLC is a Global News Network reaching over 30,000 in the International Community. It is associated with MediaChannel.org and Globalvision News Network, global news and media information services with more than 350 news affiliates in 135 countries. MaximsNews® LLC is in partnership with the United Nations Foundation and the Better World Fund." <b>Action:</b> Contact one of the contributors to write a piece on women in peacekeeping, including a link to Galaxy. Email about Advertising opportunities.
<b>One World (US, Africa, Latin America, South East Europe, South Asia, UK, The Netherlands, Spain)</b> <a href="http://us.oneworld.net/">http://us.oneworld.net/</a>	Roshani Kothari, Partnership Manager Email: roshani.kothari@oneworld.net		VA - website (online form)	\$50 per listing	<b>Description:</b> Job announcements are updated daily. They also send out weekly email job digests called the OneWorld Weekly Jobs email digest which goes out to over 8000 people around the world. Job seekers can receive these emails (and search the online vacancies) by sector (this includes "gender" and "peace and conflict"). <b>Action:</b> Complete online form to post VAs ( <a href="http://us.oneworld.net/section/us/postopenings/jobsaccount">http://us.oneworld.net/section/us/postopenings/jobsaccount</a> )
<b>Aid Worker's Network (UK)</b> <a href="http://www.aidworkers.net/">http://www.aidworkers.net/</a>	Paul Starkey, Chair of Board Email: Paul.Starkey@aidworkers.net		GL - website	Email for more information	<b>Description:</b> Aid Worker's Network is a free online network that is set up to "enable Aid workers to share practical advice and resources with one another." They have a forum, a blog, and a logistics section. They link to Relief Web (OCHA) on jobs section of website. <b>Action:</b> Email to post Galaxy link on website.

Table 4 Schools &amp; Institutes

TABLE 4 UNIVERSITY, TRAINING CENTRE, & INSTITUTE CONTACTS					
KEY: VA = Vacancy Announcement; TVA = Temporary Vacancy Announcement; GL = Galaxy Link; HIA = Human Interest Story; I = Interview; PR = Publicity					
UNIVERSITY/ INSTITUTE	CONTACT PERSON	OTHER CONTACT	PUBLICATION/ DIRECTIONS	COST	DESCRIPTION/ACTION
Insituto de Empresa, Business School (Spain) <a href="http://www.ie.edu/">http://www.ie.edu/</a>	Francisco Cerde, Director of Careers Management Centre Email: <a href="mailto:francisco.cerde@ie.edu">francisco.cerde@ie.edu</a>	AIT Bulletin Email: <a href="mailto:pssu@ait.ac.th">pssu@ait.ac.th</a>	PR/VA - Careers Management Centre	Email for more information	<b>Relevant areas of study:</b> Intensive executive course in global supply chain management. Career Management Centre sends CD Books on certain student years to collaborating companies and publishes their employment opportunities on website. ( <a href="http://www.ie.edu/eng/programas/carreras_profesionales.asp">http://www.ie.edu/eng/programas/carreras_profesionales.asp</a> ) <b>Action:</b> Email Director of Careers Management about collaboration.
MIT Center for Transportation and Logistics (USA) <a href="http://ctl.mit.edu/">http://ctl.mit.edu/</a>	General information Email: <a href="mailto:mlog@mit.edu">mlog@mit.edu</a>		VA - alumni website (online form)	Email for more information	<b>Relevant areas of study:</b> Supply chain management, logistics, transportation. Alumni 2005: one-third women; can also view current student profiles and resumes on website (online: <a href="http://web.mit.edu/mlog/people/students.html">http://web.mit.edu/mlog/people/students.html</a> ). Works with Zarotoga institute in Spain; international student/alumni pool. <b>Action:</b> Complete online form to post VA ( <a href="http://web.mit.edu/mlog/recruitment/hiring.html">http://web.mit.edu/mlog/recruitment/hiring.html</a> ) and establish relationship for future outreach.

Table 4 Schools &amp; Institutes

<b>Cranfield University (UK)</b> <a href="http://www.som.cranfield.ac.uk/som/index.asp">http://www.som.cranfield.ac.uk/som/index.asp</a>	To be circulated to alumni: Jean Loughlan (Cranfield Alumni Association)	To be circulated to current students: <a href="mailto:alex.stimson@cranfield.ac.uk">alex.stimson@cranfield.ac.uk</a>	VA - website or via email to Alumni	Email for more information	<b>Relevant areas of study:</b> MSc in Logistics and Supply Chain Management; also have an Information Systems Research Centre. Bios of current students listed on website ( <a href="http://www.som.cranfield.ac.uk/som/downloads/yearBooks.asp">http://www.som.cranfield.ac.uk/som/downloads/yearBooks.asp</a> ). 12 of 60 students are women in 2006. <b>Action:</b> Email contact to post VA via email or on website and establish relationship for future outreach.
<b>Asian Institute of Technology (Thailand)</b> <a href="http://www.ait.ac.th/">http://www.ait.ac.th/</a>	Anupam Das, Placement Coordinator Email: <a href="mailto:anudas@ait.ac.th">anudas@ait.ac.th</a>	School of Engineering and Technology, General Email: <a href="mailto:deanset@ait.ac.th">deanset@ait.ac.th</a>	PR - School of Management Placement Office; VA- AIT Alumni Web ; VA- AIT Bulletin	Email for more information	<b>Relevant areas of study:</b> School of Engineering and Technology, includes degrees in IT, Structural Engineering, Remote Sensing and Geographic Information Systems, Telecommunications, Transport Engineering, Water Engineering and Management. <b>Action:</b> Email to establish relationship for future outreach with School of Engineering and Technology and School of Management. Email to post VAs through the AIT Alumni Web ( <a href="http://www.ait.ac.th/aru/">http://www.ait.ac.th/aru/</a> ) and the AIT Bulletin (updated weekly: email, <a href="mailto:pssu@ait.ac.th">pssu@ait.ac.th</a> ). School of Management's resume bank can be accessed at: <a href="http://www.ait.ac.th/interimpage/ait_visitor/research/index.asp">http://www.ait.ac.th/interimpage/ait_visitor/research/index.asp</a> Contact Placement Coordinator for password.
<b>Thunderbird - The Garvin School of International Management (USA)</b> <a href="http://www.thunderbird.edu">http://www.thunderbird.edu</a>	<a href="mailto:employer_relations@t-bird.edu">employer_relations@t-bird.edu</a>		VA - website (online: <a href="http://www.thunderbird.edu/recruiters/hiring/post_jobs_obs.htm">http://www.thunderbird.edu/recruiters/hiring/post_jobs_obs.htm</a> )	Email for more information	<b>Relevant areas of study:</b> MBA and MA in international business management. 1/2 student body from outside USA (no gender disaggregated data). <b>Action:</b> Email to post VA on website. Email to establish relationship for future outreach. Student resumes online: <a href="http://www.thunderbird.edu/recruiters/hiring/search_resumes.htm">http://www.thunderbird.edu/recruiters/hiring/search_resumes.htm</a>



Table 4 Schools &amp; Institutes

<b>INSEAD (France and Thailand)</b> <a href="http://www.insead.edu/">http://www.insead.edu/</a>	Alumni Career Services Email: amanda.morris@insead.edu		VA - website	Email for more information	<p><b>Relevant areas of study:</b> International management. Student population: 20% speak English, 14% French; 17% women; average yrs of experience is 5.7; 39% Engineering educational background; 73 countries represented. One of world's largest graduate business schools; listed as one of the "Top 10 International Business Schools" by Business Week.</p> <p><b>Action:</b> Register online and post VAs to recruitment website (<a href="http://www.insead.edu/mba/corporate_recruiters/post_job.htm">http://www.insead.edu/mba/corporate_recruiters/post_job.htm</a>) . Email to establish relationship for future outreach/recruitment.</p>
<b>Nanyang Technological University (Singapore)</b> <a href="http://www.ntu.edu.sg/publicportal/">http://www.ntu.edu.sg/publicportal/</a>	General Email: careerntu_opa@ntu.edu.sg		VA - online form PR - email for more information	No fee	<p><b>Relevant areas of study:</b> School of Civil &amp; Environmental Engineering, School of Computer Engineering, School of Communication and Information (Division of Information Studies), MSc in Logistics, MSc in Communications Software and Networks. Partnerships with Stanford (USA), MIT (USA), and Technological University of Munich (Germany). Listed in Newsweek list of "Top 100 Global Universities" (<a href="http://www.msnbc.com/id/14321230/site/newsweek/">www.msnbc.com/id/14321230/site/newsweek/</a>).</p> <p><b>Action:</b> Post VAs on website by using online form (<a href="http://www.ntu.edu.sg/opawww/careermall/emp_sign_up.asp">http://www.ntu.edu.sg/opawww/careermall/emp_sign_up.asp</a>). Email to establish relationship for future outreach/PR.</p>
<b>ESCP-EAP (France)</b> <a href="http://www.escp-eap.fr">www.escp-eap.fr</a>	Alumni Association Stephanie Rouelle, General Delegate Email: srouelle@aaescp-eap.net	Alumni Association Isabelle Sthemer, Alumni Management Email: isthemer@aaescp-eap.net	PR & VA - alumni association	Email for more information	<p>Reginald Lambert (Property Management Officer, COE &amp; Property Management Support Section, DPKO/LSD) made initial contact with this institution and they were excited at the prospect of making their current students and alumni aware of opportunities at DPKO/LSD.</p> <p><b>Action:</b> Follow up with listed contacts about possibilities for listing VAs and/or PR.</p>

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<b>Tokoyo Institute of Technology (Japan)</b> <a href="http://www.titech.ac.jp/home.html">http://www.titech.ac.jp/home.html</a>	International Office, Email: <a href="mailto:kokusaishitu@jim.titech.ac.jp">kokusaishitu@jim.titech.ac.jp</a>		PR - general; VA - alumni association (in Japanese)	Email for more information	<b>Relevant areas of study:</b> Social Engineering, Mechanical Sciences and Engineering, Civil Engineering, International Development Engineering, Industrial Engineering and Management, Management of Technology, Computer Science. <b>Action:</b> Have an alumni association which posts job vacancies, but in Japanese only. Email to see if they can send DPKO VAs in English. Email to establish relationship for future outreach/PR.
<b>EPF Ecole d'Ingénieurs/ School of Engineers (France)</b> <a href="http://www.epf.fr/">http://www.epf.fr/</a>	Gisela Bouzon, International Services Email: <a href="mailto:gisela.bouzon@epf.fr">gisela.bouzon@epf.fr</a>	Molly Malone, IIWE Director Email: <a href="mailto:Molly.Malone@epf.fr">Molly.Malone@epf.fr</a>	PR - email for more information	Email for more information	<b>Relevant areas of study:</b> Founded in 1925, EPF Ecole d'Ingénieurs was one of the first French Grandes Ecoles to educate women for the engineering professions. It is now co-educational, but is home to the International Institute for Women in Engineering, or IIWE ( <a href="http://www.odu.edu/vhosts/eng/iiwe/about.htm">http://www.odu.edu/vhosts/eng/iiwe/about.htm</a> ). UNESCO is a sponsor of IIWE. <b>Action:</b> Email to establish relationship and conduct future outreach.
<b>Indian Institute of Technology (IIT), Bombay</b> <a href="http://www.iitb.ac.in/">http://www.iitb.ac.in/</a>	Placement Office Email: <a href="mailto:placement@iitb.ac.in">placement@iitb.ac.in</a>		VA & PR - Recruitment website	Email for more information	<b>Relevant areas of study:</b> Engineering, IT, management. One of 7 Institutes of Technology in India. Recent article talks about increase in number of women engineers in India ( <a href="http://www.ircc.iitb.ac.in/~webadm/update/Issue1_2006/woman-graduates.html">http://www.ircc.iitb.ac.in/~webadm/update/Issue1_2006/woman-graduates.html</a> ). <b>Action:</b> Email to establish relationship for future outreach. Email Placement Office about possible recruitment activities, such as posting VAs. Recruitment website: <a href="http://placements.iitb.ac.in/">http://placements.iitb.ac.in/</a>

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<b>Federal University of Rio de Janeiro (Brazil)</b> <a href="http://www.ufrj.br/">http://www.ufrj.br/</a>	Technology Center: <a href="mailto:admct@ct.ufrj.br">admct@ct.ufrj.br</a>	Alberto Loiz Coimbra Institute: <a href="mailto:angela@adc.coppe.ufrj.br">angela@adc.coppe.ufrj.br</a>	VA & PR - general	Email for more information	<b>Relevant areas of study:</b> Technology Center; Alberto Luiz Coimbra Institute for Engineering Research, the largest engineering teaching and research center in Latin America ( <a href="http://www.coppe.ufrj.br/">http://www.coppe.ufrj.br/</a> ). NOTE: website in Portuguese. <b>Action:</b> Email for more information on how to circulate VAs to students and/or alumni and to establish a relationship for future outreach/PR.
<b>Zaragoza Logistics Center (Spain)</b> <a href="http://www.zaragozalogistics.com/">http://www.zaragozalogistics.com/</a>	Company Relations Email: <a href="mailto:comprel@zlc.edu.es">comprel@zlc.edu.es</a>		PR - general	Email for more information	<b>Relevant areas of study:</b> degree in Supply Chain Management; Masters in Logistics; Masters in Engineering in Logistics; PhD in Logistics Engineering; logistics management certificate. Partners with MIT (MIT Zaragoza International Logistics program, online: <a href="http://web.mit.edu/zlc/zlc%20launch.htm">http://web.mit.edu/zlc/zlc%20launch.htm</a> ). Alumni listed on website ( <a href="http://www.zaragozalogistics.com/alumni.php">http://www.zaragozalogistics.com/alumni.php</a> ); 2006 - 4 of 18 women; 3 of 16 women. <b>Action:</b> Email to establish relationship and conduct future outreach.
<b>Warwick Manufacturing Group, Warwick University (UK)</b> <a href="http://www.wmg.warwick.ac.uk/">http://www.wmg.warwick.ac.uk/</a>	General Email: <a href="mailto:wmg@nb2bc.co.uk">wmg@nb2bc.co.uk</a>		PR - general	Email for more information	<b>Relevant areas of study:</b> MSc: International IT Management; Supply Engineering & Logistics <b>Action:</b> Email to establish relationship for future outreach.
<b>Danube University Krems (Austria)</b> <a href="http://www.donau-university.ac.at/de/index.php">http://www.donau-university.ac.at/de/index.php</a>	General Email: <a href="mailto:info@donau-university.ac.at">info@donau-university.ac.at</a>		PR - general	Email for more information	<b>Relevant areas of study:</b> professional MBA in Aviation. Have a career section. <b>Action:</b> Email to establish relationship for future outreach.

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<b>Kwame Nkrumah University of Science and Technology (Ghana)</b> <a href="http://www.knust.edu.gh/index.html">http://www.knust.edu.gh/index.html</a>	Webmaster Email: webmaster@knust.edu.gh		HIA/PR - "KNUST News"	Email for more information	<b>Relevant areas of study:</b> Masters in Computing, Engineering and Planning. <b>Action:</b> Email for more information on including a human interest article or PR on women in peacekeeping in "KNUST News" ( <a href="http://www.knust.edu.gh/knustnews/index.php">http://www.knust.edu.gh/knustnews/index.php</a> ).
<b>Ghana Institute of Management and Public Administration (GIMPA)</b> <a href="http://www.gimpa.edu.gh/home/gimpa/">http://www.gimpa.edu.gh/home/gimpa/</a>	General Email: gimpa@excite.com		PR - general	Email for more information	<b>Relevant areas of study:</b> Women in Management Programme <b>Action:</b> Email to establish relationship for future outreach. Ask about possible recruitment activities, such as posting VAs.
<b>Technology and Operations Management, Harvard Business School (USA)</b> <a href="http://www.hbs.edu/units/tom/">http://www.hbs.edu/units/tom/</a>	Susan Thyne, Assistant Email: styne@hbs.edu		PR - general	Email for more information	<b>Relevant areas of study:</b> Doctorate in Business Administration in Technology and Operations Management <b>Action:</b> Email to establish a relationship for future outreach and to conduct PR on women and peacekeeping.
<b>Ecole Polytechnique (France)</b> <a href="http://www.polytechnique.edu/">http://www.polytechnique.edu/</a>	Recruitment Email: webmaster_aval@polytechnique.edu		PR - general	Email for more information	<b>Relevant areas of study:</b> Computer Science, Systems Engineering. Listed in Newsweek 2006 list of Top 100 Global Universities ( <a href="http://www.msnbc.msn.com/id/14321230">http://www.msnbc.msn.com/id/14321230</a> ). <b>Action:</b> Email to establish a relationship for future outreach and to conduct PR on women and peacekeeping.

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<b>APICS, The Association for Operations Management (USA)</b> <a href="http://www.apics.org/default.htm">http://www.apics.org/default.htm</a>	Gene Schuyler, National Advertising Manager (APICS Magazine) Email: <a href="mailto:ads@apicshq.org">ads@apicshq.org</a>		VA- website; PR - APICS magazine	<b>Online:</b> 45 days = \$295; One-month unlimited = \$495; 3 month unlimited = \$695; <b>Magazine Advertising:</b> (Color rates) from 1/4 page = \$3,195 to 2-page spread = \$13,605	<b>Description:</b> Women make up 26% of membership. Based in USA, APICS has partnerships with international associates in: Argentina, Australia, Ireland, Italy, Korea, Malaysia, Belgium, The Netherlands, New Zealand, Portugal, Singapore, South Africa, Brazil, Bulgaria, Costa Rica, Denmark, Dominican Republic, Spain, Sweden, Switzerland, Taiwan, France, Germany, India, Thailand, UK. Annual Conference. APICS International Conference and Exposition will be held in Denver, Colorado, October 21-23, 2007. <b>Action:</b> Post VA on website (online: <a href="http://jobs.apics.org/rates.cfm">http://jobs.apics.org/rates.cfm</a> ). Media kit for Magazine advertising: <a href="http://www.apics.org/NR/rdonlyres/8D5F21D4-C7E0-48DE-B395-CF6A09B389D0/0/06MediaKitInserts.pdf">http://www.apics.org/NR/rdonlyres/8D5F21D4-C7E0-48DE-B395-CF6A09B389D0/0/06MediaKitInserts.pdf</a>
<b>Department of Infrastructure, Australian Government</b> <a href="http://www.doi.vic.gov.au/">http://www.doi.vic.gov.au/</a>	General Email: DOI-ODCS-PA-Internet_Mail_Database-Ports@doi.vic.gov.au		PR - general	Email for more information	<b>Relevant areas of study:</b> Women in Freight Logistics and Marine Management Scholarship. "The award aims to...help address the gender imbalance in an industry that has been traditionally male dominated. A report by the Transport and Logistics Industry Skills Council found that women represented 27 per cent of the transport and logistics workforce [in Australia] compared with the average across all industries of 44 per cent." <b>Action:</b> Email to establish a relationship for future outreach and to conduct PR on women and peacekeeping.
<b>San Francisco State University (USA)</b> <a href="http://online.sfsu.edu/~cholette/WIL.html">http://online.sfsu.edu/~cholette/WIL.html</a>	Susan Cholette Email: <a href="mailto:cholette@sfsu.edu">cholette@sfsu.edu</a>		PR - general	Email for more information	<b>Relevant areas of study:</b> Transportation, Logistics, Supply Chain Management, Technology. Have a "Women in Logistics" Scholarship. <b>Action:</b> Email to establish a relationship for future outreach and to conduct PR on women and peacekeeping.

Table 4 Schools &amp; Institutes

<b>Kenya Institute of Supplies Management (Kenya)</b> <a href="http://www.kism.or.ke/index.php">http://www.kism.or.ke/index.php</a>	General Email: admin@kism.or.ke		GL - website	Email for more information	<b>Description:</b> National body in Kenya; USAID funded; offers training courses and consultancies. <b>Action:</b> Email to establish relationship for future outreach and about possible link to Galaxy on website.
<b>Fritz Institute (USA)</b> <a href="http://www.fritzinstitute.org">http://www.fritzinstitute.org</a>	Mitsuko "Mich" Mizushima Email: mitsuko.mizushima@fritzinstitute.org		PR/GL - website	Email for more information	<b>Description:</b> Offer Certificate in Humanitarian Logistics; specialize in bringing "private sector expertise" to humanitarian aid solutions; hold an annual humanitarian logistics conference; developed humanitarian logistics software (HLS). Have a professional humanitarian logisticians association. OCHA, UNICEF, UNHCR, WFP, listed as partners. <b>Action:</b> Email to establish relationship for future outreach and about possible link to Galaxy on website.
<b>International Transport Worker's Federation (UK)</b> <a href="http://www.itfglobal.org/language-selector.cfm">http://www.itfglobal.org/language-selector.cfm</a>	General Email: women@itf.org.uk		PR - magazine	Email for more information	<b>Description:</b> Have a women's network ( <a href="http://www.itfglobal.org/women/itfwomennetwork.cfm">http://www.itfglobal.org/women/itfwomennetwork.cfm</a> ). Hold a women's transport worker's conference. Publish a magazine, Transport Women ( <a href="http://www.itfglobal.org/infocentre/pubs.cfm/detail/992">http://www.itfglobal.org/infocentre/pubs.cfm/detail/992</a> ). <b>Action:</b> Email for advertizing and/or PR opportunities in magazine.
<b>European Logistics Association (Belgium)</b> <a href="http://www.elalog.org/">http://www.elalog.org/</a>	Nicole Geerkens, Executive Officer Email: nicole.geerkens@elalog.org		PR/GL - website	Email for more information	<b>Description:</b> "The European Logistics Association, is a federation of 30 national organisations, covering almost every country in Central and Western Europe." Website includes links to industry publications. <b>Action:</b> Email to establish relationship for future outreach and about possible link to Galaxy on website.

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<b>Council of Supply Chain Management Professionals (USA)</b> <a href="http://www.cscmp.org">http://www.cscmp.org</a>	Patricia O'Rourke-McGinnis Email: <a href="mailto:resumenetwork@cscmp.org">resumenetwork@cscmp.org</a>		PR/GL - website	Email for more information	<b>Description:</b> Formerly the Council of Logistics Management. Over 10,000 members (worldwide). Can search members' resumes online (must email for access). Hold an annual conference. CSCMP Europe Conference: 9-11 May, 2007 (France). <b>Action:</b> Email to establish relationship for future outreach and about possible link to Galaxy on website.
<b>Osato Research Institute (Japan)</b> <a href="http://www.ori-japan.com/oritopframe-e.html">http://www.ori-japan.com/oritopframe-e.html</a>	General email: <a href="mailto:formmail@ori-japan.com">formmail@ori-japan.com</a>		PR - general	Email for more information	<b>Description:</b> Member of International Network of Women Engineers and Scientists (INWES) <b>Action:</b> Email to establish relationship for future outreach and about possible link to Galaxy on website.
<b>CIMIC Centre of Excellence, CCOE (The Netherlands)</b> <a href="http://www.cimic-coe.org/">http://www.cimic-coe.org/</a>	General email: <a href="mailto:Registry@cimicgroupnorth.org">Registry@cimicgroupnorth.org</a>	General Press Email: <a href="mailto:PIO@cimicgroupnorth.org">PIO@cimicgroupnorth.org</a>	PR - general	Email for more information	<b>Description:</b> "think tank, which combines the expertise of military and civilian mission experience, scientific theories and the historical point of view (lessons learned) to provide new insights for mission theatres." Responsible for coordination of NATO CIMIC education. Recently (April 2006) conducted seminar on Gender issues and Civil Military Relations. <b>Action:</b> Email to establish relationship for future outreach and about possible link to Galaxy on website.



Table 4 Schools &amp; Institutes

<b>Pearson Peacekeeping Centre (Canada)</b> <a href="http://www.peaceoperations.org/en/">http://www.peaceoperations.org/en/</a>	Tara Denham, Project Manager, West Africa Police Project Email: <a href="mailto:ttenham@peaceoperations.org">ttenham@peaceoperations.org</a>	General Email: <a href="mailto:info@peaceoperations.org">info@peaceoperations.org</a>	PR - general	Email for more information	<p><b>Description:</b> Established by the Canadian Government to provide research, education and training in all aspects of peace operations. Run several relevant training courses, including: UN Integrated Mission Staff Officer Course, Civilian Core Competencies in Peace Operations, Administration and Logistics in UN Peace Operations. Hold "Women in Peace Operations" Round Table. Conduct training in and/or provide support to: Karen Peace Support Training Centre, Kenya and Kofi Annan International Peacekeeping Training Centre, Ghana.</p> <p><b>Action:</b> Email to establish relationship for future outreach and about possible link to Galaxy on website and/or distribution of DPKO publicity materials at training sessions and "Women in Peace Operations" round tables.</p>
<b>Training for Peace Programme (Southern African Region)</b> <a href="http://www.trainingforpeace.org/index.html">http://www.trainingforpeace.org/index.html</a>	Andreas Vodt, Programme Director, Norwegian Institute of International Affairs, Email: <a href="mailto:av@nupi.no">av@nupi.no</a>	Kwezi Mngqibisa, Project Manager, African Centre for the Constructive Resolution of Disputes (ACCORD), Email: <a href="mailto:kwezi@accord.org.za">kwezi@accord.org.za</a>	PR -general	Email for more information	<p><b>Description:</b> "international training and research programme...financed by the Norwegian Agency for Development Cooperation (NORAD). Its primary purpose is to contribute towards capacity building within the broader ambit of peace operations at the practical and conceptual level in the Southern African Development Community (SADC) Region in Africa." Conducts training courses, seminars, workshops, and field trips on subjects including: conflict management, civilian peacekeeping, civilian police, and other issues (gender, children, refugees, HIV/Aids, etc.).</p> <p><b>Action:</b> Email to establish relationship for future outreach and about possible link to Galaxy on website and/or distribution of DPKO publicity materials at training sessions, seminars, etc.</p>

Table 4 Schools &amp; Institutes

<b>International Association of Peacekeeping Training Centres IAPTC (India)</b> <a href="http://www.iaptc.org/">http://www.iaptc.org/</a>	Director's Email: <a href="mailto:director@iaptc.org">director@iaptc.org</a>	General Email: <a href="mailto:cunpk@usiofin dia.org">cunpk@usiofin dia.org</a>	PR - general	Email for more information	<p><b>Description:</b> Currently hosted at the Centre for UN Peacekeeping in New Delhi, India, IAPTC aims to "facilitate communication and exchange of information between the various peacekeeping training centres and/or among people responsible for, and interested in, peacekeeping training..It is hoped that this exchange of information will allow centres to minimize duplication in their efforts, and lead to further specialization and a sharing of responsibilities." 53 country-specific training institutes and international organizations have participated in IAPTC meetings, including DPKO, UNITAR, UNHCR, OCHA, the EU, and NATO.</p> <p><b>Action:</b> Visit website for a full list of peacekeeping training institutes in 53 countries; email IAPTC and establish relationships with these intitutes through PR at IAPTC meetings (possible recruitment "best practices" collaboration).</p>
<b>Challenges of Peace Operations: Into the 21st Century Project (Sweden)</b> <a href="http://challengesproject.net">http://challengesproject.net</a>	General Email: <a href="mailto:info@challengesproject.net">info@challengesproject.net</a>		PR - general	Email for more information	<p><b>Description:</b> Joint effort by Partner Organizations from 14 leading PKO countries (Argentina, Australia, Turkey, China, Sweden, South Africa, Jordan, UK, Japan, Nigeria, Canada, Russian Federation, Inida, and US). Purpose of the Challenges Project is to contribute to the enhancement of the international community's capability to conduct current and future peace operations...by fostering and encouraging a culture of cross-professional cooperation and partnership and to generate practical recommendations that will benefit the effectiveness and legitimacy of multinational and multidisciplinary peace operations.</p> <p><b>Action:</b> Visit website for a full list of Partner and Associate organizations; email and establish relationships with these intitutes through seminars (possible recruitment "best practices" collaboration).</p>

Table 4 Schools &amp; Institutes

<b>International Cartographic Association</b> <a href="http://www.icaci.org/">http://www.icaci.org/</a>	Editor, CaGIS Journal Dr. Elisabeth Nelson Email: <a href="mailto:esnelso2@uncg.edu">esnelso2@uncg.edu</a>	Editor ICA Newsletter: Dr. Graciela Metternicht Email: <a href="mailto:g.metternicht@curtin.edu.au">g.metternicht@curtin.edu.au</a>	PR - CaGIS Journal; ICA Newsletter	Advertising: Awaiting response from editor.	<p><b>Description:</b> The mission of the International Cartographic Association is to promote the discipline and profession of cartography in an international context. The ICA has a Commission on Gender and Cartography with directory of women cartographers who are members of the ICA around the world (see Table 2). One of the 3 official journals of the ICA is the Cartography and Geographic Information Society (CaGIS) Journal (Table 6).</p> <p><b>Action:</b> Email has been sent for more information on PR/advertising on women in peacekeeping (cartography specific). If this Journal does not accept advertising, contact ICA Newsletter Editor.</p>
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Table 5 Recruitment Services

TABLE 5 RECRUITMENT SERVICES					
ORGANIZATION	CONTACT DETAILS	OTHER CONTACT	SERVICE(S)	COST	COMMENTS
<b>RedR - IHE, United Kingdom</b> <a href="http://www.redr.org/london/recruitment/index.htm">http://www.redr.org/london/recruitment/index.htm</a>	Alessandro Iaconi, Recruitment Administrator Email: <a href="mailto:recruitment@redr.org">recruitment@redr.org</a>		website; short-term staffing	Refer to TOR sent via email for staffing costs	RedR London has a recruitment service, specializing in humanitarian aid; actively recruiting for several logistics-related positions. Most of the candidates on their Online Recruitment Database are available on short notice. Have already responded with TOR.
<b>RedR - Australia</b> <a href="http://www.redr.org/australia/index.htm">http://www.redr.org/australia/index.htm</a>	Rhodri Wynn-Pope, External Liaison Manager Email: <a href="mailto:rwp@redr.org.au">rwp@redr.org.au</a>		website; short-term staffing	Contact for details	The leading provider of training to Humanitarian Aid Workers in Australia and Asia/Pacific Region. Have "standby staffing arrangements" with: UNHCR, the WFP, UN JLC, UNICEF, OCHA, and UNOPS.
<b>Global Recruitment Specialists (USA)</b> <a href="http://www.globalrecruitment.net/Contact_Us.html">http://www.globalrecruitment.net/Contact_Us.html</a>	Patrick Shields, President Email: <a href="mailto:shields@globalrecruitment.net">shields@globalrecruitment.net</a>		website; recruitment services	Sliding scale; approx \$10,000 for director-level; \$8,000 for manager post	Prepared CGIAR report, "Diversity - Positive Recruitment: Guidelines and Tools for the Future Harvest Centers" (Oct 2002). Have worked on recruitment for many international organizations (including staffing for mission in Yugoslavia).
<b>Rosenthal Associates International, RAI (USA)</b> <a href="http://www.raisearch.com">http://www.raisearch.com</a>	Abbe Rosenthal, President Email: <a href="mailto:abbe@raisearch.com">abbe@raisearch.com</a> Tel: 908.389.0505		recruitment services	Contact for details	Specialize in diversity hiring. Sectors include: engineering, supply chain management, telecommunications, high technology & electronics, aerospace & defense.

Table 5 Recruitment Services

<p><b>GENDEX (UK)</b>  <a href="http://www.wherewomenwanttowork.com">http://www.wherewomenwanttowork.com</a></p>	<p>General Email:  <a href="mailto:info@auroravoice.com">info@auroravoice.com</a></p>		<p>recruitment  services;  marketing</p>	<p>Contact for details</p>	<p>GENDEX runs an online service for women to research companies and apply for job openings. Provides organisations with data graphs and surveys that help them to target the female labor market specifically. Companies/Organizations fill out a form using the GENDEX 20 gender capital indicator system, which ranks the company on items such as work/life balance, current and former recruitment strategies for hiring women, and leadership qualities and the company's profile is posted on the GENDEX website. Companies/Organizations who have used this service include: UK Department for Transport, UK Ministry of Defense, Shell, African Development Bank.</p>
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Table 6 Print &amp; Radio Specific

TABLE 6 PRINT PUBLICATIONS & RADIO					
KEY: VA = Vacancy Announcement; TVA = Temporary Vacancy Announcement; GL = Galaxy Link; HIA = Human Interest Story; I = Interview; PR = Publicity					
ORGANIZATION	CONTACT DETAILS	OTHER CONTACT	PUBLICATION	COST	DESCRIPTION
<b>AVIATION</b>					
<b>The Ninety-Nines, International Association of Women Pilots</b> <a href="http://www.ninety-nines.org/">http://www.ninety-nines.org/</a>	General Email (website): <a href="mailto:networking@ninety-nines.org">networking@ninety-nines.org</a>	General Email (magazine): <a href="mailto:News@ninety-nines.org">News@ninety-nines.org</a>	"99 News" the International Women Pilots Magazine (bi-monthly)	Magazine Advertising: rates run from \$200 (1/4 page to appear 6x) to \$1000 (outside back cover); classified ads \$45 per column inch.	<b>Description:</b> Magazine of International organization of almost 7,000 licensed women pilots from 35 countries including Canada, Britain, Africa, the Far East and India with the majority residing in the United States. <b>Timeframe:</b> magazine advertising due the 1st of every other month
<b>Women Pilot Magazine</b> <a href="http://www.womanpilot.com/">http://www.womanpilot.com/</a>	General Email: <a href="mailto:womanpilot@womanpilot.com">womanpilot@womanpilot.com</a>		Women Pilot	Advertising: Awaiting response from editor.	<b>Description:</b> Women Pilot is an international news publication profiling the accomplishments, lives and experiences of women involved in aviation.
<b>CARTOGRAPHY</b>					
<b>International Cartographic Association</b> <a href="http://www.icaci.org/">http://www.icaci.org/</a>	ACSM Bulletin Advertising, John Hohol Email: <a href="mailto:jhohol@gmail.com">jhohol@gmail.com</a>	Editor ICA Newsletter: Dr. Graciela Metternicht Email: <a href="mailto:g.metternicht@curtin.edu.au">g.metternicht@curtin.edu.au</a>	CaGIS Journal; ICA Newsletter	Advertising for ACSM Bulletin: rates vary according to size, color, and position. Range: \$612 for 1/6 page to \$1,747 for premium position (opposite cover or TOC)	<b>Description:</b> The ICA has a Commission on Gender and Cartography (see table 2) with directory of women cartographers who are members of the ICA around the world. One of the 3 official journals of the ICA is the Cartography and Geographic Information Society (CaGIS) Journal. The Journal does not except advertising, but the ACSM Bulletin, which goes to all members of the CaGIS, does. The ACSM Bulletin also accepts bylined articles about organizations and their work. Also contact re the ICA Newsletter Editor. <b>Timeframe:</b> to come

Table 6 Print &amp; Radio Specific

Commission on Gender and Geography, International Geographic Union <a href="http://www2.fmg.uva.nl/igugender/index.html">http://www2.fmg.uva.nl/igugender/index.html</a>	Chair, Steering Committee Dr. Tovi Fenster (University of Tel Aviv) Email: tobiws@post.tau.ac.il	Steering Committee Member, Dr Mariama Awumbila (University of Ghana) Email: mawumbila@hotmail.com; mawumbil@ug.edu.gh	GL - website	No fee.	<b>Description:</b> 400 members in 60 countries; mostly academic-based. Have a bi-annual newsletter. Holding a conference in Tunisia in 2008. <b>Timeframe:</b> Send follow-up email on including an announcement (PR) in newsletter; they have already replied that they would include it. Recruiters/Managers may wish to follow-up with Steering Committee members, who are located in various regions, specifically to distribute VAs through their networks.
Georundmail	Editor Email: Katja Brundierse		Georundmail Newsletter	Advertising: Awaiting response from editor.	<b>Description:</b> Georundmail is a newsletter produced by a German network of women geographers with links to the International Geographic Union, Commission on Gender and Geography (see Table 2). <b>Timeframe:</b> to come
<b>LOGISTICS &amp; ENGINEERING</b>					
APICS, The Association for Operations Management (USA) <a href="http://www.apics.org/default.htm">http://www.apics.org/default.htm</a>	Gene Schuyler, National Advertising Manager, APICS Magazine Email: ads@apicshq.org		APICS magazine	Magazine Advertising: (Color rates) from 1/4 page = \$3,195 to 2-page = \$13,605	<b>Description:</b> Magazine of APICS; women make up 26% of membership. Based in USA, APICS has partnerships with international associates in: Argentina, Australia, Ireland, Italy, Korea, Malaysia, Belgium, The Netherlands, New Zealand, Portugal, Singapore, South Africa, Brazil, Bulgaria, Costa Rica, Denmark, Dominican Republic, Spain, Sweden, Switzerland, Taiwan, France, Germany, India, Thailand, UK. <b>Timeframe:</b> Monthly Magazine, ads due approximately one month prior to publication. Media kit for Magazine advertising: <a href="http://www.apics.org/NR/rdonlyres/8D5F21D4-C7E0-48DE-B395-CF6A09B389D0/0/06MediaKitInserts.pdf">http://www.apics.org/NR/rdonlyres/8D5F21D4-C7E0-48DE-B395-CF6A09B389D0/0/06MediaKitInserts.pdf</a>



Table 6 Print &amp; Radio Specific

Global Logistics & Supply Chain Strategies Magazine <a href="http://www.glscs.com/m ediakit/gls_media.htm">http://www.glscs.com/m ediakit/gls_media.htm</a>	General Email (Advertising): lkelly@kellerpubs.com		Global Logistics & Supply Chain Strategies	Adveristing: Awaiting response from contact.	<b>Description:</b> Claims to be the "Most Widely Read Supply-chain Management Publication" <b>Timeframe:</b> to come
Logistics Management Magazine <a href="http://www.logisticsmgmt.com/">http://www.logisticsmgmt.com/</a>	No email; upload PDF files on website: <a href="http://www.ads4reed.com">www.ads4reed.com</a>		Logistics Management Magazine	Magazine Advertising: Varies depending on color and size: BW = 1/4 page for \$3,3135 to full page for \$10,390	<b>Description:</b> Monthly magazine for supply-chain professionals Media kit: <a href="http://www.logisticsmgmt.com/contents/pdf/LM06MK.pdf">http://www.logisticsmgmt.com/contents/pdf/LM06MK.pdf</a> <b>Timeframe:</b> approximately one month in advance.
Society of Women Engineers (USA) <a href="http://www.swe.org">http://www.swe.org</a>	None (online application unless advertising in print magazine)	Magazine Email: adv@swe.org;	Society of Women Engineers magazine	Magazine Advertising: Black & White rates for 1-2 issues (with academic/non-profit discount): Quarter page: \$1,472; 1/3 page: 1,849; 1/2 page: \$2,239; full page: 3,851	<b>Description:</b> The publication is produced five times annually and is mailed directly to all 19,000+ members of the society. It is the most popular advertising resource to target technical women in the field, with close to 400 advertisers running in the magazine annually. In addition to your ad in the magazine, you would also receive a link from the SWE Online Career Fair at <a href="http://www.swe.org/ocf">http://www.swe.org/ocf</a> <b>Timeframe:</b> Magazine produced 5 times annually, for 2006/2007, ads due: July 18, August 23, November 14, January 17 (2007), March 6 (2007) (See SWE media kit).
Women's Engineering Society (UK) <a href="http://www.wes.org.uk/">http://www.wes.org.uk/</a>	General Email: info@wes.org.uk		The Women Engineer (Journal)	Journal Advertising: B&W \$170 (90 GBP at 1.9 exchange rate) for 1/4 page; \$322 for 1/2 page; \$569 for full page; \$663 for Back cover	<b>Description:</b> WES promotes the education, practice, and training of women engineers. Journal: The Woman Engineer. <b>Timeframe:</b> Produced Quarterly.
<b>TECHNOLOGY</b>					

Table 6 Print &amp; Radio Specific

<b>Network Computing</b> <a href="http://www.networkcomputing.com/">http://www.networkcomputing.com/</a>	For print advertising, visit: <a href="http://www.cmpproduction.com">www.cmpproduction.com</a>	Manager Online Advertising Services, Trish Sturiale, PH: 516-562-7197	Network Computing Magazine	Magazine Advertising: Varies depending on size and color: B&W rates from \$7,7550 for 1/4 page to \$29,880 for full page	<b>Description:</b> 220,000 Subscribers to bi-weekly magazine; Website has 287,000 unique visitors monthly; Media Kit: <a href="http://i.cmpnet.com/nc/mediakit/06MK_NWC_Final.pdf">http://i.cmpnet.com/nc/mediakit/06MK_NWC_Final.pdf</a> <b>Timeframe:</b> Contact to find out. Also ask about non-profit rate.
<b>Computer World</b> <a href="http://www.computerworld.com/">http://www.computerworld.com/</a>	IT Careers Advertising Sales Office, Laura Wilkinson PH: 847-441-8877		Computer World	Magazine Advertising: Varies depending on size and color: B&W rates from \$11,942 for 1/2 page to \$26,544 for a full page	<b>Description:</b> Reaches over 1,200,000 IT Professionals (not gender disaggregated). Website has 375,000 unique visitors a month. Media Kit available on website. <b>Timeline:</b> 7 days prior to publication date.
<b>GENERAL INTEREST</b>					
<b>Business in Africa</b> <a href="http://www.businessinfrica.net/pls/cms/binafrica.reg_form">http://www.businessinfrica.net/pls/cms/binafrica.reg_form</a>	Miso Jikijela, Consulting Advertising Manager Email: <a href="mailto:miso@businessinfrica.co.za">miso@businessinfrica.co.za</a>		Business in Africa Magazine	Magazine Advertising: Varied according to size; from \$1,655 for 1/2 page to \$5,107 for inside front spread	<b>Description:</b> It has a circulation of 20 000 copies and a readership of more than 160 000 per issue (not gender disaggregated). Media kit: <a href="http://www.businessinfrica.net/advertising/">http://www.businessinfrica.net/advertising/</a> <b>Timeframe:</b> approximately one month in advance.
<b>The Economist</b> <a href="http://economist.com">http://economist.com</a>	Classified Advertising Sales Manager, Beth Huber Email: <a href="mailto:BethHuber@economist.com">BethHuber@economist.com</a> PH: 212-541-0500	General Email: <a href="mailto:classifieds@economist.com">classifieds@economist.com</a>	The Economist	Magazine Advertising: Price varies according to size, color, and position in magazine. See Print Media Kit for Details.	<b>Description:</b> Print Media Kit: <a href="http://printmediakit.economist.com/index.html">http://printmediakit.economist.com/index.html</a> <b>Timeline:</b> Varies on color, whether or not copyediting needed, etc. Average: 4 weeks.

Table 6 Print &amp; Radio Specific

RADIO					
<b>BBC World Service</b> <a href="http://bbc.co.uk/worldservice">http://bbc.co.uk/worldservice</a>	Director of Airtime Sales, Jonathan Howlett Email: <a href="mailto:adsales.bbcworld@bbc.co.uk">adsales.bbcworld@bbc.co.uk</a>		N/A		<b>Description:</b> They take job advertisements. Contact for more information.
<b>Radio France International (RFI)</b> <a href="http://rfi.fr/dialoguez/offres/">http://rfi.fr/dialoguez/offres/</a>	Barbara Giudice, Editor Email: <a href="mailto:barbara.giudice@rfi.fr">barbara.giudice@rfi.fr</a>		N/A		<b>Description:</b> They take job advertisements. Contact for more information.
<b>International Women's Tribune Center (IWTC), Women Talk Peace Radio Programmes</b> <a href="http://www.iwtc.org/2983/index.html">http://www.iwtc.org/2983/index.html</a>	Mavic Cabrera Balleza Email: <a href="mailto:mavic@iwtc.org">mavic@iwtc.org</a>		N/A		<b>Description:</b> IWTC radio productions are in English and languages particular to conflict regions (e.g. Luganda and Swahili, Kpelle and Bassa) that aim to raise awareness about the varied aspects of SCR 1325...as well as other international conventions and legal mechanisms relevant to women in conflict situations....representing IWTC's efforts to develop a core group of broadcasters, print journalists and other media practitioners who will ensure a sustained flow of information about SCR 1325, other legal mechanisms and how they can be used to protect and promote women's rights. <b>Action:</b> Contact the Tribune Center to reach out to this international network, and ask them about including a piece on women working for DPKO.

Table 7 Conference&amp; Job Fairs

TABLE 7 CONFERENCES & JOB FAIRS					
KEY: VA = Vacancy Announcement;TVA = Temporary Vacancy Announcement;GL = Galaxy Link; HIA = Human Interest Story; I = Interview; PR = Publicity					
ORGANIZATION	CONTACT DETAILS	OTHER CONTACT	PUBLICATION	COST	DESCRIPTION
<b>AVIATION</b>					
International Aviation Women's Association <a href="http://www.iawa.org/pages">http://www.iawa.org/pages</a>	General Email: info@iawa.org		PR - Monthly Newsletters	Awaiting more information	International organization for women who hold executive positions across the entire spectrum of the aviation and aerospace industry. Hold <b>Annual Conferences</b> (last conference October 2006, New York).
Women in Aviation, International <a href="http://www.wai.org/about.cfm">http://www.wai.org/about.cfm</a>	Annette Calicoat Email: acalicoat@wai.org		PR - Magazine, Aviation for Women, published by-monthly; VA - website	Exhibit & sponsorship fees vary based on time & amount of space: 1 Exhibit Space (10' x 10'), Registry by Nov.30, 2006 = \$1,676; 1 Exhibit Space Registry after Nov. 30, 2006 = \$1,950;	More than 6,000 members; chapters in USA, Canada, Nigeria, Europe. Holds an annual conference; <b>2007 Dates/Location: February 15-17, Coronado Springs Resort, Orlando, FL.</b> For more information: <a href="http://www.wai.org/07conference/index.cfm">http://www.wai.org/07conference/index.cfm</a> NOTE: Exhibits must be directly related to aviation
Women Military Aviators (USA) <a href="http://www.womenmilitaryaviators.org/default.asp">http://www.womenmilitaryaviators.org/default.asp</a>	General Inquiries: Victoria Calhoun Email: President@womenmilitaryaviators.org		PR - conference	Awaiting more information	WMA is a non-profit focusing on networking, scholarships, biennial conventions, and links to additional information on women aviators. <b>2007 conference.</b>
<b>CARTOGRAPHY</b>					

Table 7 Conference&amp; Job Fairs

<b>Commission on Gender and Geography, International Geographic Union</b> <a href="http://www2.fmg.uva.nl/igugender/index.html">http://www2.fmg.uva.nl/igugender/index.html</a>	Chair, Steering Committee Dr. Tovi Fenster (University of Tel Aviv) Email: tobiws@post.tau.ac.il	Steering Committee Member, Dr Mariama Awumbila (University of Ghana) Email: mawumbila@hotmail.com; mawumbil@ug.edu.gh	GL - website	Details unavailable at this date. Email for more information.	400 members in 60 countries; mostly academic-based. <b>Holding a conference in Tunisia in 2008.</b>
<b>ENGINEERING</b>					
<b>Society of Women Engineers (USA)</b> <a href="http://www.swe.org">http://www.swe.org</a>	Pam Noruk Conference Exhibit Sales Email: pnoruk@sho.wmgmtservices.com	Magazine Advertising Email: adv@swe.org;	VA -online form; PR - Society of Women Engineers magazine	Non-Profit Society Rate: \$3000 if postmarked by 1 April 2007; \$3,200 if postmarked after.	National reach, with members in all engineering sectors. Last annual conference drew 4,000. <b>2007 Conference: 25-27 October, Nashville TN.</b> Career Fair held at Conference. Package Includes: 10x10 booth; material handling; 4 conference registrations; 60 day access to the SWE Center resume database.
<b>International Network of Women Engineers and Scientists, INWES (Canada)</b> <a href="http://www.inwes.org/index.asp">http://www.inwes.org/index.asp</a>	General Email: inwes@gmc.ulaval.ca		Newletter	Details unavailable at this date. Email for more information.	Global network of organizations of women in Science, Technology, Engineering and Mathematics reaching over 40 countries worldwide. <b>Conference: ICWES14 will be held in France in July of 2008.</b>
<b>LOGISTICS</b>					

Table 7 Conference&amp; Job Fairs

<b>Council of Supply Chain Management Professionals (USA)</b> <a href="http://www.cscmp.org">http://www.cscmp.org</a>	Patricia O'Rourke-McGinnis Email: <a href="mailto:resumenetwork@cscmp.org">resumenetwork@cscmp.org</a>		PR/GL - website	Email for more information	Formerly the Council of Logistics Management. Over 10,000 members (worldwide). Can search members' resumes online (must email for access). Hold an annual conference. <b>CSCMP Europe Conference: 9-11 May, 2007 (France):</b> <a href="https://cscmp.org/wp/Events/ViewSeminar.asp?XX=1&amp;EventID=11138">https://cscmp.org/wp/Events/ViewSeminar.asp?XX=1&amp;EventID=11138</a>
<b>APICS, The Association for Operations Management (USA)</b> <a href="http://www.apics.org/default.htm">http://www.apics.org/default.htm</a>	Gene Schuyler, National Advertising Manager (APICS Magazine) Email: <a href="mailto:ads@apicshq.org">ads@apicshq.org</a>		VA- website; PR - APICS magazine	Awaiting more information	Women make up 26% of membership. Based in USA, APICS has partnerships with international associates in: Argentina, Australia, Ireland, Italy, Korea, Malaysia, Belgium, The Netherlands, New Zealand, Portugal, Singapore, South Africa, Brazil, Bulgaria, Costa Rica, Denmark, Dominican Republic, Spain, Sweden, Switzerland, Taiwan, France, Germany, India, Thailand, UK. <b>APICS International Conference and Exposition (held annually) will be held in Denver, Colorado, October 21-23, 2007.</b>
<b>GENERAL</b>					
<b>Third World Organization for Women in Science (Italy)</b> <a href="http://www.twows.org/">http://www.twows.org/</a>	Leena Mungapen, TWOWS Secretariat Email: <a href="mailto:info@twows.org">info@twows.org</a>		VA/PR - circulate to network	Details unavailable at this date. Email for more information.	2,120 full individual and 29 full institutional members in 87 developing countries. <b>Conferences held every 3 years</b> (last conference in 2006 in Brazil).

Table 7 Conference& Job Fairs

<b>International Federation of Business and Professional Women</b> <a href="http://www.bpwintl.com/start.htm">http://www.bpwintl.com/start.htm</a>	Chonchanok Viravan, President Email: chonchanok.viravan@bpw-international.org		VA or PR - Quarterly Newsletter	Details unavailable at this date. Email for more information.	Members and Associates from 80 countries and in all 5 regions. <b>International Conference in Mexico in 2008</b> . Only 2006 regional conferences listed on website currently, but possibility of 2007 regional conferences.
<b>Academy Women (USA)</b> <a href="http://www.academywomen.org">http://www.academywomen.org</a>	Susan Feland Email: oisusan@yahoo.com		VA- website & newsletter.	Unknown; Fee for publicity at Conference btw \$5,000-10,000	Membership organization for women graduates of the 5 military academies in the the U.S. (including interntional grads). 825 women registered members. Last <b>conference in Washington DC in October 2006</b> . Email for more information on upcoming conference; intial response indicates interest.



## **Annex 5: Further Suggestions for Recruitment-oriented Internet Searches**

### ***Identification***

“Key word” searches through various search engines on the World Wide Web can be used in a systematic effort to identify networks and publications in industry sectors such as: aviation, cartography, engineering, logistics, supply chain management, and transportation. Samples of key websites used for searches in each section identified in the outreach tables are listed below.

### ***Harvesting***

Once initial networks and publications have been identified, there will also be several member groups or organizations listed and/or linked to from their websites. A next step can be to follow-up with these organizations. It is also helpful to look at Steering Committees, Boards, and newsletters of organizations to find contact people in other organizations/regions. (This search technique is called “harvesting”).

The CGIAR report *Diversity – Positive Recruitment: Guidelines and Tools for the Future Harvest Centers\**, provides a detailed listing of Internet research tools and examples of different ways to conduct targeted searches.

### **A. Useful guides/manuals for diversity recruitment**

- InterAction, *Diversity Recruitment Resource Guide*:  
<http://www.interaction.org/pub/#Div>
- International Public Management Association for Human Resources (IPMA-HR), *Recruitment and Selection 2006 Benchmarking Report*:  
<http://www.ipma-hr.org/content.cfm?pageid=42> (Note: IPMA-HR is listed in UN Online Network in Public Administration and Finance UNPAN “training materials” section)
- Multicultural Advantage, *Diversity Recruitment Advertising Toolkit*:  
<http://www.multiculturaladvantage.com/store/diversity-recruitment-advertising-toolkit/default.asp>

### **B. General internet search engines**

[www.google.com](http://www.google.com)  
[www.yahoo.com](http://www.yahoo.com)  
[www.ask.com](http://www.ask.com)

Please note that both Google and Yahoo also have country-specific websites. Searches may be conducted through various country- and/or regional-specific websites and in all Official UN languages, in order to increase the geographical outreach.

### **C. Women’s networks**



For purposes of this study, a search was conducted for women's activist and professional networks worldwide whose membership includes women working in logistics and related fields. Time did not allow extensive searches by occupation specific key words such as: "women cartographers" or "women's professional technology networks". This would be important in a second phase. Two useful master lists of international women's organizations are:

- University of Maryland, List of International Women's Websites:  
[http://www-unix.umbc.edu/~korenman/wmst/links\\_intl.html](http://www-unix.umbc.edu/~korenman/wmst/links_intl.html)
- International Gender Organization, Women's World Wide Organizations:  
<http://www.genderwatchers.org/Womens'Orgs.htm>

#### **D. Humanitarian aid NGOs and press**

Searches were conducted of NGOs working in the humanitarian aid sector that also have logistics components, and press that focuses on international and/or humanitarian crisis coverage. A master list of international humanitarian/disaster response NGOs:

- Alert Net, Who Works Where:  
<http://www.alertnet.org/thepeople/whowhatwhere.htm>

#### **E. Universities, training centres and institutes**

Searches focused on academic programs in logistics-related fields, such as supply chain management, engineering, aviation, transportation and technology, and on training centers that provide training in peacekeeping. Master lists in this category include:

- International Association of Peacekeeping Training Centres (IAPTC):  
<http://www.iaptc.org/membership.htm>
- Newsweek, "Top 100 Global Universities":  
<http://www.msnbc.com/id/14321230/site/newsweek/>
- The Association for Operations Management:  
<http://www.apics.org/Membership/Associates/contact.htm>

#### **F. Recruitment and staffing services**

Searches were made of organizations specializing in diversity recruitment and/or staffing in the logistics sector. However, given that most of these services charge fees or focus on recruitment of senior management, only a few have been included in Annex 4.



\* Wilde, Vicki and Patrick Shields (2002). *Diversity – Positive Recruitment: Guidelines and Tools for the Future Harvest Centers*. CGIAR Gender and Diversity Program, Working Paper, No. 36 (Draft for Discussion). Available from [http://www.genderdiversity.cgiar.org/publications/genderdiversity\\_WP36.pdf](http://www.genderdiversity.cgiar.org/publications/genderdiversity_WP36.pdf)



## **Annex 6: Temporary vacancy announcement**

### **Gender Outreach Officer Grade P3**

#### **RESPONSIBILITIES**

Under the direct supervision of the Administrative Management Officer in charge of personnel, the staff member is responsible for:

- Contacting women's networks and professional associations to provide vacancy announcements and publicity materials about DPKO/LSD and its diversity policies, and regularly tracking responses;
- Developing, in consultation with IT experts, a website for DPKO/LSD focused on recruitment and resources for women;
- Tracking, ranking, and developing a database of effective online and offline channels of communication to reach qualified women candidates;
- Preparing a recruitment brochure and other publicity materials on "Women in DPKO/LSD" to raise awareness among women on the activities of DPKO/LSD and its commitment to gender parity and to a family-friendly work environment;
- Developing profiles of DPKO/LSD women and information on employment opportunities at DPKO/LSD and generating distribution protocols for job fairs and internet sites;
- Liaising with Executive Office and personnel focal points in the various services of LSD;
- Developing a list of "points of contact" in Member States for outreach to more qualified female applicants and keeping them regularly informed of DPKO/LSD staffing requirements;
- Monitoring sex disaggregated statistics on staff and applicants for temporary and regular headquarters posts in LSD;
- Monitoring recruitment processes to ensure that in cases of comparable qualifications and suitability, women are given preference over men to achieve gender parity;
- Helping to develop concrete strategies to promote a more family-friendly work environment in close cooperation with the DPKO Gender Advisor/Focal Point;
- Helping to review vacancy announcements from a gender perspective;





- Liaising with human resource personnel in DPKO field missions to maintain a roster of current and former women field personnel with skills in occupations required by LSD and to identify training and career development needs of promising women staff;

## **COMPETENCIES**

**Professionalism** - Knowledge and familiarity with human resource management and gender and diversity issues. Ability to undertake relevant research and maintain records in a systematic fashion. Commitment to implementing the goal of gender equality by ensuring the equal participation and full involvement of women and men in all aspects of Peace Operations;

**Planning and Organizing** - Demonstrated organizational skills and ability to establish priorities and to plan, coordinate and monitor own work plan;

**Technological Awareness** - Fully proficient computer skills, including data analysis and internet research skills, particularly in using relevant technology and its application for public relations work and networking as well as record keeping;

**Teamwork** - Good interpersonal skills; ability to work in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity;

**Communication** - Excellent written and spoken communications skills; ability to write in a clear and concise manner and ability to draft, under supervision, public outreach materials/brochures.

## **QUALIFICATIONS**

### **Education**

Advance University Degree (Masters Degree or equivalent) in Business Administration (marketing), communications, human resources, public relations, journalism or other relevant field.

### **Work experience**

At least five years of progressively responsible professional experience in personnel management, recruitment, IT and/or knowledge management and public relations. Experience in developing publicity material and recruitment is highly desirable.

### **Languages**

English; knowledge of a second official UN language desirable

### **Other skills**

Knowledge of diversity management in human resources and global recruitment



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