



Tailor-Made Gender Awareness Applications for the NATO Community

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Gender Training Course Package

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This course package includes all necessary material to complement the online gender training course or in-person seminar. It contains:

- I the course overview
- II the training outline
- III annexed resources



Part I

Course Description

The course consists of four modules that offer theoretical, empirical, and interactive material. This course is tailored for personnel working at NATO to improve overall gender awareness, learn the basics of gender analysis and how to incorporate a gender perspective. These are core competencies for decision-making, policymaking, operational planning and missions.

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An independent review on the implementation of UNSCR1325 found that the gender perspective has not been wholly mainstreamed across all NATO bodies. This course is a tool to provide baseline knowledge on gender issues to support consistency in the application of a gender perspective across the Alliance.

This course focuses on:

- Teaching the human and social aspects of security outlined in NATO's Strategic Objectives
- Increasing gender awareness and diversity requirements based on NATO's Women, Peace and Security (WPS) Agenda and the agenda's internal policies
- Providing research support for NATO through the Science for Peace and Security (SPS) Programme's Priorities
- Enhancing cooperation with international actors across sectors

Objectives

This course aims to improve NATO personnel's gender awareness. The learning objectives are as follows:

- Understand the meaning of gender and the various ways gender is institutionalized across NATO institutions and beyond.
- Identify several ways to incorporate a gender perspective in day-to-day work and become familiar with tools for challenging gender-based assumptions, particularly through evidence-based learning.

- Recognize the instrumental value of increased gender awareness at NATO and its impact on operational and organizational effectiveness.

Attributions

This course draws on research from a variety of sources, including publications from academia, government, non-governmental organizations and international organizations. It is meant to complement existing training on gender, including training through NATO Allied Command Transformation (ACT) and the Nordic Centre for Gender in Military Operations (NCGM).

Part II

Agenda for Training Seminar

Introduction

Part I Background – Gender literacy

Part II Evidence-based Research – how NATO institutionalizes gender guidelines and related challenges

Part III Interactive exercise

Part IV Practice – empirical support for a gender perspective

Part V Tying it all together – simulation

Part VI Conclusion

Outline

Introduction

Overview: Review of the course package and SPS-funded project

Icebreaker: Before delving into the course material, take a moment to consider how you think gender matters for the work that you and your colleagues do at NATO. If you are in a group setting, share your ideas with your colleagues or write them down for future reference.

- **Prompts:** Some terms that can help when thinking about gender in a NATO context are: allies and partners; security; agenda-setting; decision-making and consultation; policies and directives; operational planning, missions, benchmarking, monitoring and evaluation.
- **Aim:** Reflect on your organization's practices, the proportion of men and women, power dynamics, and gender-based analysis across different policy or planning tasks.

Part I Background – gender literacy

Overview: Introduction to the (1) key concepts relating to gender, which provide the groundwork for discussions about (2) gender stereotypes, (3) evidence in support of a gender perspective, and (4) ways that the NATO HQ has tackled gender issues, including diversity.

Concepts: Gender (vs. sex), gender perspective (vs. gender representation), gender analysis, sex disaggregated data, gender mainstreaming (vs. gender balancing), and gender equality.

Relevant NATO policies: (1) The Equal Opportunities and Diversity Policy, Harassment, Discrimination, Bullying in the Workplace; (2) Identify. Stop. Prevent: Manager’s Guide to addressing Harassment, Discrimination, Bullying Allegations in the workplace; (3) NATO/EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security and Related Resolutions; (4) Military Guidelines on the Prevention of, and Response to, Conflict-Related Sexual and Gender-Based Violence; (5) NATO/EAPC Action Plan for the Implementation of the NATO/EAPC Policy on Women, Peace and Security; and (6) Bi-SC Directive 40-1: Integrating UNSCR 1325 and Gender Perspectives into the NATO Command Structure, etc.

History: (1) United Nations Convention on the Elimination of all Forms of Discrimination Against Women (1979) and (2) United Nations Security Council Resolution 1325: On Women Peace and Security (2000) and (3) follow on resolutions.

The inclusion of gender and gender mainstreaming should be integrated into all aspects of the organization’s policies and practices, including recruitment, retention, and promotion of personnel; and in the processes of planning, decision-making, and analysis for the prevention and resolution of conflict.

(1) Key concepts

Test yourself: Understand that the difference between sex and gender matters for everyday life. A failure to understand the impact of these terms can have important – even deadly – consequences. In 1996, a 65-year old woman named Mary had a heart attack. At that time, she was evaluated in the hospital, where doctors tested her and prescribed her medication. Nevertheless, Mary suffered a second heart attack in 2003. Mary’s friend Henri, who is 62, also had a heart attack in 1996.

Doctors tested him and prescribed him the same medication that was prescribed to Mary. Henri did not have a second heart attack. Could either or both sex and gender have played a role?

Sex and gender can both play a role.

Sex: Women and men respond differently to medications used to treat heart disease; women's physical symptoms of heart attack are often different from men's.

Gender: Women were excluded from medical trials for heart disease medication in Canada until the late 1990s; women tend to underreport symptoms and tend to be less believed when they do report them; Studies indicate that doctors' own gender stereotypes about women being weaker and less competent than men have led to doctors not diagnosing diseases at the same rates as men. Such unequal treatment based on gender stereotypes has led to women either not receiving diagnoses about certain diseases or, worse, being diagnosed too late to be treated due the disbelief that women actually have the symptoms that they report having. In some cases, the consequences have been deadly.

It is important to note the need to ask questions in order to achieve a clear understanding of the situation, which is crucial to carrying out a gender analysis.

Gender (vs. sex)

Gender: Refers to the socially constructed differences between men and women. A person's gender develops through socialization, which is influenced by one's cultural and societal environment.

Sex: Refers to the anatomy of an individual.

Gender perspective (vs. gender representation)

Gender representation: Counting the number of women and men in a given organization or context.

Gender perspective: Examining gender differences by looking at the roles that different genders typically play in society. To implement a gender perspective by collecting and analyzing data is to engage in a gender analysis.

How to implement a gender perspective

Gender analysis: Collecting data that allow for the assessment of how different genders experience policies, programs, and initiatives.

Sex disaggregated data: Data collected and presented separately on women and men. It allows for the understanding of why gender differences may exist in particular settings and therefore, is a helpful tool for considering solutions.

Why do gender-based differences exist? As traditional gender roles change, societal expectations do not always change at the same rate.

Gender mainstreaming (vs. gender balancing)

Gender mainstreaming: Gender mainstreaming allows us to take into account the experiences of different genders when designing, implementing, monitoring, and evaluating policies and programs in all spheres (economic, political, social). Mainstreaming is about assessing the implications of any planned action (including legislation, policies and programmes, etc...) on both women and men.

Gender balancing: Gender equality in terms of numbers of women compared with numbers of men or proportions of men versus women; linked to gender representation.

Gender equality: The same treatment and regard for all genders, including same rights, responsibilities, and opportunities. It is the result of implementing the aforementioned concepts and practices (sex disaggregated data, gender analysis, gender perspective, gender balancing, and gender mainstreaming). Gender equality does not mean that men and women are the same.

(2) Gender stereotypes

Test yourself: A father and his son are in a car accident that kills the father. The son is rushed to the hospital and just as he is about to be operated on, the surgeon says, "I can't operate; that boy is my son." How do you explain this? What is this exercise meant to show?

Riddles like this one show implicit bias at the individual level. In this scenario, the surgeon is the boy's mother. Such riddles can also illuminate the reason for our implicit and explicit biases. Societal institutions, like the media, portray men in particular professions and

women in other professions, which could impact whether someone at an individual level decides to pursue a particular path. These gender roles maintain the identification of certain professions as male- or female-dominated. This thought exercise shows that gender roles connect different levels of analysis (i.e. the individual, organization/institution, and international).

NATO faces challenges when combating gender inequality, including...

- Its complex organizational structure.
- The cultural diversity of civilian and military staff across NATO institutions, delegations of allies, and partners.
- Inconsistent understandings of specific gender-related concepts, issues, and initiatives and how they should be implemented in day-to-day tasks.

Think about it: Does implicit gender bias occur at NATO Headquarters? Here are two quotes from individuals working at NATO HQ about how events are often organized. Are these descriptions similar to your experiences at NATO HQ?

Interview excerpt: A young lady who had just joined the delegation a couple of days before [the ministerial] was asked to stand in front of one of the meeting rooms for hours just to wait there and to be on hand in case something happens, like if a minister comes out and asks for anything. It was outrageous - she's a diplomat! Just because she's a young lady doesn't mean that she has to be the one standing in front of the room for hours. We raised the issue with the Ambassador and of course he said that he didn't know about it. It's a mini detail of course in a big program. And of course, it shouldn't be like that. We asked for a change and it happened.

Interview excerpt: First time I came up here, fantastic. We're having a big ministerial level meeting and here come all the men in suits. And here are all the nice, slim, attractive women in high heels and skirts to show you where to go. And I thought, it's 1950! [laughter] That was my first perception when I walked in the door. "Oh, I see what the women do here. Women greet you. Women take your coat. Women are support personnel in these headquarters." And so I think that was my perception from my background and years of experience. We need to gather information about practices so that decision-makers get a more realistic perception of people's present and past experiences.

To integrate gender is to consider it in all aspects of the organization, including...

at all stages: recruitment, retention, and promotion.

in all activities: preventing, managing, and resolving conflict.

in all phases: planning, decision-making, mission, and review.

In order to integrate gender, it is necessary to consider barriers and solutions at and between the individual, organizational/institutional, and international levels.

What are some of the impacts of gender stereotypes on NATO?

The recruitment and retention of qualified women, especially at the senior leadership level, has stagnated. Consequently, there are few diverse viewpoints that challenge the status quo on how we assess the threat environment and how to account for how NATO policies and operations may impact genders differently. Gender mainstreaming thus helps to ensure that NATO decisions do not have unintended consequences. It is important that both civilian and military personnel in the Alliance challenge gender-based norms and consider a variety of perspectives to optimize policymaking and operational planning tasks.

(3) Evidence in support of a gender perspective

NATO policy: NATO formulated gender policies to guide the Alliance, its member-states and partner-states, as referenced above. These documents acknowledge that a gender perspective is in the moral and strategic best interest of the Alliance.

NATO training programs: The Alliance provides different courses, seminars, training programs, and exercises to pursue the WPS Agenda and build greater overall gender awareness.

ACT offers a series of Advanced Distributed Learning (ADL) courses on a gender perspective.

ADL 168: Role of Gender Advisors and Gender Field Advisors in Operations aims to help Gender Advisors, Gender Field Advisors, and Gender Focal Points serve more effectively in their positions. The course defines the meaning of a gender perspective, the role of the aforementioned actors and how they fit into the command structure, and instruction on how to prepare for the positions and tools for effectively operating in those roles.

ADL 169: Improving Operational Effectiveness by Integrating Gender Perspective is a more general course that goes through basic concepts and tools for the use of a gender perspective within NATO-led operations and missions.

ADL 171: Gender Focal Point is a course tailored for Gender Focal Points at HQ – battalion level and below – to help them teach a gender perspective.

ACT, through HQ SACT with support from the Nordic Centre for Gender in Military Operations (NCGM), established the Gender Education and Training Package for Nations. It provides instruction with Power Point presentations and Word lesson plans, with separate training for strategic-operational training, tactical training, and pre-deployment training. The additional toolkit resource provides additional activities, case studies, and examples. The training aims to increase awareness about a gender perspective and how it fits into military operations, particularly within the core tasks of the alliance (collective defence, crisis management, and cooperative security at the strategic, operational, and tactical levels).

Compliance with international standards: NATO's policies are consistent with other international organizations with the UN being chief among them, and the Alliance uses these international standards as benchmarks for its own efforts.

Benchmarking in support of UNSCR 1325 can be done through multiple efforts, such as: the participation of women at all levels of decision-making, programs to protect women and girls from sexual and gender-based violence, efforts to prevent violence against women through the promotion of women's rights, and the adoption of guidelines to mainstream gender perspectives in foreign and defence policies, as well as their implementation.

UNSCR 1325 (2000): The passing of Resolution 1325 was the first time that women and gender were squarely on the agenda in the context of war and peace in the UNSC. The Resolution emphasizes the differentiated impacts of conflict on women and children, and the consequent impacts of these phenomenon on international peace and security. The Resolution additionally acknowledges the importance of women in the prevention, management, and resolution of conflict. The Resolution also stresses the need for women to serve in decision-making and lead-

ership positions.

Test yourself: Think of ways men and women might experience conflict differently. How would gender dynamics affect a conflict analysis? Write down some examples for reference. You can refer to the composition of military and police uniformed personnel, interactions with local populations, information operations conducted by adversaries, etc.

National commitment: NATO's dedication to incorporate a gender perspective across the entire Alliance reflects member-states' commitment to UNSCR1325 and to follow-on resolutions.

For example, the NATO/EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security outlines the Alliance's expectation that NATO members and partners will implement gender mainstreaming in all civilian and military structures, ensure a gender perspective is mainstreamed into policies, activities, and efforts, and yield changes in mindsets and behaviours.

Political and military leadership: Key leaders –representatives from NATO member-states and leaders of NATO's civilian and military bodies – emphasize the importance of gender policies and act as champions in their professional environment and beyond.

Operational effectiveness: Evidence from the field shows that mixed-unit teams and the incorporation of a gender perspective increases operational effectiveness.

Attention to gender improves operational effectiveness in three areas: information gathering, operational credibility, and enhanced force protection. For example, through the work of Provincial Reconstruction Teams (PRTs) in Afghanistan, NATO allies and partners achieved greater outreach results by communicating with both men and women on the ground, which created a more accurate intelligence picture and improved situational awareness.

(4) Ways NATO HQ has addressed gender issues

With NATO HQ operating under the supervision of the Secretary General, the Secretary General's Annual Public Report (on Implementing United Nations Security Council Resolution 1325 on Women, Peace and Security, and Related Resolutions) serves as a reference for HQ personnel.

Documents: NATO HQ established the following documents, which

are implemented by HQ and the military organizations within the Alliance: (1) the Equal Opportunities and Diversity Policy; (2) Harassment, Discrimination, Bullying in the Workplace...Identify. Stop. Prevent: Manager's Guide to addressing Harassment, Discrimination, Bullying Allegations in the workplace; (3) NATO/EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security and Related Resolutions; and (4) Action Plan for the Implementation of the NATO/EAPC Policy on Women Peace and Security.

NATO Bodies: At the Prague Summit, the International Staff (IS) was tasked with starting a Task Force that would make recommendations to IS and the International Military Staff (IMS) on ways to improve gender balance and diversity. The Task Force (established in 2003) crafted the Equal Opportunities and Diversity Policy, which prioritizes principles such as fairness in recruitment and promotion. The Task Force also aims to increase the overall number of women, especially at the A and C levels in IS and other managerial positions.

Think about it: With these objectives in mind, what kind of initiative is behind the Task Force – gender mainstreaming and/or gender balancing?

There is more of a focus on gender balancing, given the emphasis on hiring and promotion.

Part II Evidence-based research – how NATO institutionalizes gender guidelines and related challenges

Overview: (1) research developments on how NATO institutionalizes gender, key findings, and evidence; and (2) who does what on gender at NATO. One of the key takeaways is that there are important differences when comparing the gender mainstreaming efforts of civilian and military structures within NATO.

Concepts: Organizational (civilian) and operational (military) effectiveness, organizational and military culture.

Key external influencers: Civil society: Civil Society Advisory Panel on Women, Peace and Security; international organizations: European Union, United Nations; non-governmental organizations: Geneva Centre for the Democratic Control of Armed Forces (DCAF), Inclusive Security, South Eastern and Eastern Europe Clearinghouse for the Control of Small Armed and Light Weapons.

Key internal influencers: NAC, IS, MilComm, IMS, ACO, and ACT.

Examples of Guidelines: (1) United Nations Security Council Resolution 1325: On Women, Peace and Security and follow-on resolutions; (2) Equal Opportunities and Diversity Policy; (3) Harassment, Discrimination, Bullying in the Workplace...Identify. Stop. Prevent: Manager's Guide to addressing Harassment, Discrimination, Bullying Allegations in the workplace; (4) NATO/EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security and Related Resolutions; (5) Action Plan for the Implementation of the NATO/EAPC Policy on Women Peace and Security; and (6) Bi-SC Directive 40-1: Integrating UNSCR 1325 and Gender Perspectives into the NATO Command Structure.

(1) How NATO institutionalizes gender

Research conducted by Dr. Stéfanie von Hlatky (Queen's University, Canada) and Dr. Heidi Hardt (University of California, Irvine, United States) for the NATO SPS Programme

Research question: Why (and how) has NATO adapted its activities to be in line with gender mainstreaming?

Possible explanations or hypotheses:

1. The civilian side of NATO exhibits higher levels of gender awareness because gender guidelines come from political decisions.
2. Military institutions are the major drivers of gender policies for NATO because of the perceived operational and strategic benefits of gender mainstreaming.
3. Different NATO institutions adopt their own specific gender policies that support their respective aims.
4. Relevant external actors influence the way NATO approaches its gender agenda.
5. NATO's gender-related policies reflect the preferences of member-states.

Findings

There is support for the second hypothesis, which means that military institutions are major drivers when it comes to the implementation of gender policies within NATO. Military organizations tend to provide personnel with more practical experience, operational guidelines, and training. Not only are military institutions geared toward implementation because of their organizational culture, training and clear chain of command but, through various missions, the operational benefits of using a gender perspective were made clear to those who were deployed. These benefits include: increased access to more accurate intelligence, and enhanced ability to protect NATO forces and civilians through greater force acceptance. By contrast, civilian organizations may have similar levels of commitment but sometimes lack career incentives to implement gender policies, have fewer guidelines on implementation, and tend to prioritize gender awareness with less attention to gender mainstreaming. The military side of the organization puts gender mainstreaming into practice, while civilian staff have faced challenges in translating NATO's gender agenda and UNSCR1325 into day-to-day work at HQ where tangible examples might be harder to come by. Part of this civilian-military difference comes from the fact that the implementation of a gender perspective is not always the same. NATO's military bodies produce the majority of gender guidelines (70%) compared to civilian bodies (30%). Many key documents on gender are applicable to all of NATO, however, some of these documents are intended for the civilian or military side exclusively.

The research also supports the emulation hypothesis, which is the

idea that an external community of practice – consisting of key influencers - shaped NATO's vocabulary, training strategies, and best practices. Those external influencers include: international organizations, like the European Union and the United Nations, and non-governmental organizations, such as the Geneva Centre for the Democratic Control of Armed Forces and Inclusive Security.

(2) Who does what

NAC: As the principal decision-making body of the Organization, the NAC is responsible for implementing and harmonizing a gender perspective across the Alliance. The NAC endorses both the Policy and Action Plan on the implementation of UNSCR1325 and related resolutions, and receives annual progress reports on implementation. The Council also produced the Diversity and Inclusion Action Plan and produces annual progress reports on the implementation of UNSCR1325.

Civilian organizations

IS: This organization advances the WPS Agenda under the overall leadership of the Secretary General. The Secretary General appoints a Special Representative to oversee the WPS Agenda – the highest appointed Focal Point on gender. The Secretary General's Special Representative advises the Secretary General and the NAC on UNSCR1325 implementation, heads the Women, Peace and Security Office, encourages allies to submit female candidates for positions and promotions, and provides gender advice to leaders.

Military organizations

MilComm: As the body tasked with providing military guidance directly to the NAC, the MilComm is responsible for verifying that all appropriate documents and policies include a gender perspective. This NATO body takes gender advice from the IMS and the NATO Committee on Gender Perspectives (NCGP), which was formerly the Committee on Women in the NATO Forces (CWINF).

IMS: The IMS has a Gender Advisor who is a Secretary of the NCGP. One of the oldest gender committees, the NCGP works to enhance organizational effectiveness. The IMS Gender Advisor provides gender-related advice to both the MilComm and the IMS.

ACO: One of NATO's two strategic commands, the ACO has a Gender Advisor. The Gender Advisor's role is to coordinate a gender structure for subordinate commands and all NATO operations, which can include a Gender Advisor (GENAD), a Gender Field Advisor (GFA), and Gender Focal Points (GFPs).

ACT: As the other one of NATO's two strategic commands, the ACT also has a Gender Advisor. The Gender Advisor's role is to support NATO Nations and Partners in their efforts to deliver training and education, based on the Training Needs Analysis that HQ SACT develops with the full support of the Nordic Centre for Gender in Military Operations (NCGM). Training and education comes in the form of a package of materials called the Gender Education and Training Package for Nations.

Think about it: When you hear, "gender issues are for the WPS office to address," what does that imply? Do people outside of the WPS office truly need to think about gender?

The answer is yes. In accordance with international standards, NATO policies require that everyone at NATO considers a gender perspective in all decision-making and activities. Just as it would be inappropriate for accountants to be the only ones conducting cost-benefit analyses, it is inappropriate for those in the WPS office to be the only ones conduct gender analyses. In the global effort to mainstream gender, there are therefore advantages and disadvantages to having specialized bodies and individuals tasked with implementing and monitoring gender commitments.

Advantages: Creates expertise on gender, maintains and/or increases awareness of gender issues, and promotes coordination and communication across divisions.

Disadvantages: Weakens other individuals' sense of responsibility toward gender and creates parallel structures that may not interact. Some people may incorrectly view the WPS office as encompassing the only individuals who need to do gender mainstreaming. In reality, gender mainstreaming is everyone's responsibility.

This example shows the importance of implementing a holistic approach by offering solutions all levels, to provide mutual reinforcement.

Part III Interactive exercise – ‘think-pair-share’

Overview: Review a sample policy document. Examine the document independently and consider how you would change or add text in the policy document to incorporate a gender perspective. After reflecting on these questions, discuss your ideas with a colleague. See the accompanying online course to practice with a sample document. While reviewing policy documents in the future, here are some questions to keep in mind.

- What are the different ways in which men and women will be affected by this policy?
- Were diverse individuals consulted in the drafting of the policy?
- Does the document make explicit references to existing international agreements related to gender (e.g. UNSCR 1325) and related resolutions (e.g. children in armed conflict, protection of civilians)?
- Does the policy support women’s meaningful participation? In other words, will women play decision-making roles alongside men or will they be relegated to less active roles?
- Are any groups excluded from this policy (e.g. women, children, ethnic minorities)?
- Does terminology inadvertently privilege some groups over others? For example, people often write ‘he’ instead of writing ‘he or she’. These changes can make a policy more inclusive.

Part IV Practice – empirical support for a gender perspective

Overview: Become familiar with what research indicates to be (1) existing data on the representation of women in different domains (leadership and operations), (2) attitudes about equal representation, and (3) the consequences of gender inequalities and, conversely, the positive impact that women can make in NATO operations.

Key concepts: diversity (vs. equal opportunities) and inclusion, recruitment, retention, and promotion

Think about it: Often in training sessions on gender, students are asked what comes to mind when they hear or see the words: (1) women, war, and conflict and (2) men, war, and conflict. The purpose is to acknowledge stereotypes and be aware of our own biases. What are some gender stereotypes at NATO HQ in your opinion? Can you identify examples of implicit bias? When a person has an ‘implicit bias’, it means that the person has discriminatory attitudes or behaviors toward members of a certain group (e.g. women) without even being aware that he or she has these attitudes or behaviors. Recent studies suggest that almost everyone has implicit biases. What positive solutions can be introduced to overcome implicit biases, stop stereotypes and improve situations for both men and women? Research shows that what helps is to acknowledge the implicit bias and then consciously work to treat all people equally despite the bias.

Prompts: Are men and women treated differently in a military context; are men and women in the military treated differently when they enter a civilian context, are men and women treated differently when they interact with the general population? What types of assumptions do people make about women’s ability to lead, negotiate, and plan; what can be done to decrease the barriers to gender equality in your own line of work?

(1) Representation of women in NATO

Diversity (vs. equal opportunities)

The term diversity is not synonymous with equal opportunities. Diversifying is seeking to maximize every individual’s potential. Conversely, equal opportunities policies target the removal of discrimination/discriminatory practices. A diverse workforce will allow NATO

to meet its objectives and enhance its capabilities. Just as research has shown that more diverse boards of companies led to increased profits, research shows that inclusive policies have a positive or at least no negative effect on operational effectiveness.

In 2002, member-states asked the Secretary General to make recommendations to the Council on how to improve the gender balance and diversity within IS and IMS, which led to the establishment of four diversity goals: (1) have a workforce that reflects the nations that compose it; (2) identify and address barriers to diversity that come from NATO policies and programmes; (3) attract and retain a talented and diverse workforce; and (4) create policies, directives, plans, programmes, and services to meet the diversity needs of NATO.

Existing regulations/policies: (1) Civilian Personnel Regulations; (2) NATO-wide Code of Conduct; (3) Equality of Treatment and Non-Discrimination; (4) Prevention and Management of Harassment, Discrimination and Bullying in the Workplace; (5) regulations regarding administrative review, mediation, complaints, and appeals; (6) part-time work; (7) flexible working hours; (8) paid parental leave; (9) three months unpaid parental leave; (10) tele-working; (11) home leave; (12) special leave, and recognition of spouses in same-sex marriages or for same-sex partners in countries where marriage is not legal.

Programmes/training: NATO-wide Internship Programme, Executive Development Programme, Management Development Programme; Induction Training, and Mentoring Programme.

Inclusion

For NATO, inclusion is defined as a work environment where all individuals are treated fairly and with respect, have equal access to opportunities and resources, and can contribute fully to the Organization's success.

The civilian picture: NATO's 2016 Diversity Report reveals that overall, in 2016 women made up 26% of the NATO-wide workforce (that totals 5,621 personnel), the same since 2015. As of 2016, women made up 39% of personnel working in the IS but representation varies significantly by grade. That is, significantly more women worked in B- and L- grade posts than A-, C-, and U-grade posts.

Positions of leadership: NATO is stagnating when it comes to the

number of women who hold senior leadership positions. Women worked in 32% of the A-grade positions in the IS in 2016, giving the IS the highest percentage of women in A-grade positions. In 2016, the percentage of women in senior leadership positions NATO-wide was 13%. For example, women held 23% of senior leadership positions in the IS in 2013 and 21% in 2016, which is still up from 11% in 2002.

Recruitment: In 2016, 38% of applicants to International Staff positions were women and 39% of those selected for the posts were women.

Retention: At NATO, there is a reduction in the proportion of women employed between the ages of 36 and 40.

The military picture: The “Summary of the National Reports of NATO Member and Partner Nations to the NATO Committee on Gender Perspectives” provides up-to-date statistics on the representation of women in the armed forces of NATO member-states. The percentage of women serving as active duty military personnel varies from member-state to member-state. In 2016, the average percentage of women in the armed forces of NATO member-states was 10.9%. The percentage of women in member-states’ armed forces ranges from 1.3% to 20%. Among those with the highest percentages are Hungary (20%), Slovenia (16.1%), Latvia (16%), the US (15.9%), and Greece (15.4%). Keep in mind that averages only include the member-states that released national averages.

(2) Attitudes on equal representation

Having equal opportunity policies has not automatically changed prevailing attitudes with regards to gender in a military context. For example, the belief persists that women are not fit to serve in combat roles, even though as of 2016, 96.3% of NATO member-states had militaries open to both men and women. A 2014 RAND study surveyed 7,600 US special operations personnel and found: 85% opposed opening special operations forces (SOF) jobs to women, 70% opposed having women in their units, 80% did not think women were strong enough for SOF, 64% did not think women were mentally tough, and 60% thought women would be treated unfairly in SOF.

Consequences of inequalities and the impact of women in operations

For NATO, gender inequality means...

- Lower employee appeal → lower recruitment and retention rates for women
- A lack of diverse perspectives → increased echo chamber reasoning
- A lack of accounting for everyone's needs → increased risk of policies failing
- Less preparedness and lower operational effectiveness → increased risk from adversaries that can exploit gender-based assumptions

Ways to combat gender stereotypes at NATO: Ideas from NATO Officials collected through interview data in the context of the SPS project.

Equal treatment in terms of your day-to-day practices: for example, use an individual's title unless invited to use first name.

"See something, say something": call out discrimination when you see it.

Expand your network: notifying more women of open positions and opportunities at NATO, reaching out to associations and networks that cater to under-represented groups.

Foster family-friendly environments: make use of the Flexi-time policy and support parental leave.

Mentorship and coaching: mentor both men and women and encourage women to participate in NATO's Mentoring Programme.

Peacekeeping: Ample evidence suggests involving women in the peace process leads to more positive outcomes. When women are included in the peace process, the probability that a resulting agreement will last two years increases by 20% and the probability the agreement will last at least 15 years increases by 35%. Involving women in peacebuilding increases the probability that violence will end by 24%. These statistics come from a global study conducted by the UN. Research from UN Women using data from 40 countries shows a positive correlation between the proportion of female policy and reporting rates of sexual assault.

Combat: There is no evidence to suggest mixed-gender units have a negative impact on unit cohesion. Research shows that cohesion is developed based on the ability of groups to accomplish tasks (read: the ability of the group to get the job done), rather than any in-group characteristics, such as similar cultural backgrounds or gender. Decades

ago, many people feared that integrating Black people into the US military would decrease unit cohesion, but there was no negative impact. In the case of integrating women, mixed-gender units have actually been found to improve operational effectiveness in areas such as information gathering, operational credibility, and enhanced force protection.

Military Operations: Dialogue with local women and gender-based analysis in the field provides:

- Enhanced situational awareness through a more comprehensive view of threats

- Increased force acceptance through more detailed community needs assessments

- Decreased sexual violence through more tailored patrols

Part V Tying it all together – interactive simulations

Overview: Contextualize the lessons through simulation activities and a debriefing session.

Case 1: NATO's deterrence initiative in Lithuania

Context: Following Russia's annexation of Crimea in 2014 and in line with NATO's founding principle of collective defence, the Alliance has deployed forces to the Baltic States for defence and deterrence purposes. Each Baltic State perceives Russia as posing a threat to their sovereignty and this is likely an important motivating factor in their decisions to increase their defence budgets. Estonia and Latvia face the most significant threat largely because of their direct geographic proximity to Russia and significant proportion of ethnic Russians within their borders. (The Russian president previously claimed that Russia had a responsibility to all Russian people.) The proportion of ethnic Russians in Lithuania (6%) is smaller than the proportion in Estonia (24%) and Latvia (27%). However, pro-Russian forces surround Lithuania, as the country borders the Russia's Kaliningrad, and communities with high populations of ethnic Russians in Latvia. Upon unpacking the case of Lithuania, using a gender-based analysis, NATO may perceive an increasing sense of urgency to properly secure this state through effective deterrence.

Using gender-based analysis: Why is a gender-based analysis of the case of Lithuania necessary for a successful deterrence mission? Gender-based analysis is about looking beyond overall population data and examining the social and political situation from a disaggregated perspective. It is important to use a gender-based analysis in this scenario of enhanced forward presence because doing so has implications for planning and operations.

Military makeup: One gender dimension involves considering the fact that Lithuania reintroduced conscription for men ages 19-27 but not for women. Using gender-based analysis leads us to consider:

- Conscription encourages young people to leave the country, and young people are a segment of the population that hold more moderate views. NATO would therefore need to be cognizant of any negative sentiments among the population that are the result of conscription. There is still a clear societal connection between the military and masculinity.

- A Lithuanian journalist released a project that featured images of conscripted men who were visibly emotional about their conscription into the armed forces. The Russian government used this project as propaganda to claim the Lithuanian armed forces are weak and conquerable. Therefore, we can conclude that pro-Russians are using gender stereotypes for intimidation and to gain support for their cause.

Force cooperation: Another gender dimension involves considering the training of Lithuanian armed forces by NATO forces. Interaction and cooperation between these groups is integral. Using gender-based analysis leads us to consider:

- The potential impact of forces working together with different gender compositions is an important concern not just in this situation, but also for all NATO endeavours. For example, it is important to consider the presence of traditional gender roles in Lithuanian society. Loreta Graužinienė, Lithuania's head of parliament, said "women have to tend to the family and make babies, while men go to the army." How can NATO strike the right balance between its own policies and programmes, on the one hand, and political attitudes and trends on the other?
- From a more theoretical perspective, rational risk models do not consider diverse perceptions. It is important to consider 'who' is making the calculation, which may affect rational choice calculations.

Population perception: A third gender dimension involves considering how different groups within the population perceive NATO since an important aspect of the NATO mission is about gaining and maintaining public support. It is also important to monitor changes in perception over time. Using gender-based analysis leads us to consider:

- A military presence can have negative implications on the local population. Sexual violence toward women can be a consequence of military presence.
- An understanding of who are being targeted by Russians and why may also change the course of NATO initiatives. It may be necessary to disaggregate data regarding men and women's different exposures to pro-Russian propaganda and how these pro-Russian messages are tailored for different segments of the population.

Questions to consider

- How would the goal of deterrence be affected if one had not performed the gender analysis above?
- How can these specific gender considerations be used to maximize operational success?
- In what ways can different NATO bodies cooperate and coordinate to ensure these gender dimensions are taken into account?
- What lessons can be applied from this case to other cases of deterrence in the Baltics or elsewhere?

Case 2: Combatting terrorism in Iraq

Context: NATO's training mission in Iraq highlights the importance of gender as a priority in the context of initiatives aimed at combatting terrorism.

Using gender-based analysis: NATO's Counter-Terrorism Policy Guidelines focuses on three areas: (1) awareness of the threat, (2) capabilities to address the threat, and (3) engagement with partners and international organizations. Existing programs tend to disproportionately focus on the third priority. In order to use a gender-based analysis most effectively, it is important to address each of these priorities.

Food for thought and questions to consider

(1) Awareness of the threat

Operational bias: As many member states and international organizations (including NATO) have noted, we need to change the biased view of women as victims in conflict to women as active agents in conflict. While terrorist organizations are seen as male-dominated, they do recruit and employ women. From the perspective of a group like the Islamic State, for example, it was very important to recruit women given they aspired to control and hold territory. The vision of a state included women and children. More broadly, terrorist organizations have also recruited women because they can better avoid detection and also get more media attention, as demonstrated in the research of terrorism scholars like Mia Bloom.

How might protocols and actions change as a result of adopting this new lens of women in conflict?

(2) Capabilities to address threat

On March 26, 2017, NATO delivered and demonstrated 160 sets of counter-IED equipment to Iraq, as noted in the article titled “NATO delivers counter-IED equipment to Iraq” (available on the NATO website). In addition to the provision of counter-explosive device equipment, NATO has been working to train Iraqi forces and help them with security sector reform. While just as relevant to any other NATO operation, in the case of Iraq, it is important to explore gender dimensions in both physical and non-kinetic approaches.

What aspects of population diversity in NATO and Iraqi forces are necessary to consider with the provision of equipment and training with particular equipment? In using a gender analysis as part of the threat assessment of terrorism, what might be some implications in terms of the capabilities NATO should identify?

(3) Engagement with partners and international organizations

Outside knowledge: It is important to seek out and incorporate information outside of NATO from a variety of credible sources and stakeholders. This point may seem intuitive and practiced since one of NATO’s priorities is to engage with partners and international organizations, yet women continue to be under-represented in discussions with those outside of NATO.

In the case of Iraq, which resources and stakeholders may prove helpful to acquire information and best practices from men, women, boys and girls? What are the implications of omitting some of these stakeholders from local communities?

Case 3: Defence planning for Resolute Support Mission in Afghanistan

Context: NATO’s defence planning process (NDPP) is complex and multi-faceted, but NATO endeavours to be flexible in the process and encourage member states to harmonize planning. Since Resolute Support is a follow-on mission to ISAF, lessons learned from the preceding mission can prove helpful. There are many examples from ISAF that show how the presence and perspective of a Gender Field Advisor and/or a Gender Focal Point on the ground solved a particular problem because a gender perspective was incorporated. These lessons can be applied to defence planning (in the establishment of political guid-

ance, mission requirements, and the execution of requirements and targets). Let us look at the planning stages in greater detail to learn how to perform a thorough gender analysis.

Background: The stages of defence planning are as follows:

(1) Political guidance is outlined (which is when the overall aims and objectives are established); (2) Capability requirements are then determined; (3) Apportion requirements and targets are set; (4) The plan is then implemented, and lastly (5) Results are reviewed.

There are three main structures within NATO that are active in the defence planning process:

- The Defence Policy and Planning Committee (DPPC) is responsible for the development of defence planning policy, oversight, and coordination of all NDPP activities. It can also provide feedback for existing plans.
- The Capacity Development Executive Board (CDEB) brings together senior leadership of relevant civil and military stakeholders and directs staff in NDPP efforts.
- Defence Planning Staff consists of civil and military experts within NATO that supports the work of the DPPC and CDEB.

Defence planning involves planning for the following domains:

- Force, resources, armaments, logistics, C3 (consultation, command, and control), civil emergency, air and missile defence, air traffic management, standardization, intelligence, military medical support, science and technology, and cyber.

Using gender-based analysis

With an awareness of the steps of defence planning, the different bodies and their responsibilities for defence planning, and the different planning domains, you should outline how these different NATO bodies can conduct a gender-based analysis of NATO's Resolute Support Mission. You should particularly consider the first three stages of the defence planning process. Now that Resolute Support Mission is a 'train, advise, assist' mission, the planning for respective branches is different from previous counter-insurgency and counter-terrorism tasks. How does this open the door for more gender analysis? For ex-

ample, are the installations and designs of the training center appropriate for both men and women? Are women's voices included at the table when conducting the periodic assessment of the mission? When assisting with emergencies (for example, a flood in Northern Afghanistan), do needs assessments identify the unique situations of men, women, boys and girls?

(VI) Conclusion

Overview: Revisit the take-home messages from each module, reinforce the key outcomes of the course, and write down some notes about how these competencies can apply to your own work.



Part III

Key frameworks and documents (in chronological order)

United Nations Convention on the Elimination of all Forms of Discrimination Against Women (1979)

The document

<http://www.un.org/womenwatch/daw/cedaw/text/econvention.htm>

Background

Adopted by the UN General Assembly in 1979, this Document – known as the international bill of right for women – was the result of the work of the Commission on the Status of Women (CSW). The CSW was established in 1946 as a sub-commission of the Commission on Human Rights but was quickly granted full commission status. UN Documents regarding the protection and promotion of women’s human rights were fragmented, as they did not deal with the discrimination of women in a comprehensive way. Therefore, in 1967, the UN adopted the Declaration on the Elimination of Discrimination against Women. The UN noted that the 1960s was a time where the world became more aware of patterns of discrimination – giving way to the establishment of a binding treaty on the subject – CEDAW.

Summary

The Document serves two functions; one, it describes what constitutes discrimination against women and two, it sets up an agenda for states to implement to end such discrimination.

Key highlights

The Convention defines *discrimination against women* as “any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.”

United Nations Security Council Resolution 1325: On Women, Peace and Security (2000)

The document

<https://documents-dds-ny.un.org/doc/UNDOC/GEN/N00/720/18/PDF/N0072018.pdf?OpenElement>

Background

The passing of 1325 in the year 2000 symbolized the first time that women and gender were on the agenda in the context of war and peace at the UN Security Council. This Document remains pivotal to the introduction of gender into NATO's repertoire.

Summary

The Resolution emphasizes the disproportionate impact of conflict on women and children, and the consequent impact of this phenomenon on international peace and security. Additionally, the Document acknowledges the importance of women in the prevention, management, and resolution of conflict. The Document stresses the need to increase the participation of women in these domains and particularly highlights the need for women to serve in decision-making and leadership positions.

Key highlights

Gender balancing and mainstreaming are two distinct concepts highlighted in the Resolution. Gender balancing refers to gender equality in terms of proportionality (i.e. percentage of women or men in an organization), as it calls for the increased participation of women at all levels in all sectors. The essence of gender mainstreaming is equality in terms of perception, such that people regard all genders equally.

The Resolution highlights the importance of creating specialized *training* for all personnel, notwithstanding sector of work.

The concept of a *gender perspective* follows from the previous two concepts. Incorporating a gender perspective refers to the active consideration of gender in processes and operations. The Resolution notes the need to incorporate gender analyses in all facets of work – specifically in all stages of conflict.

Equal Opportunities and Diversity Policy (2003)

The document

http://www.nato.int/nato_static/assets/pdf/pdf_topics/20100625_IS_IMS_EqualOpportunitiesPolicy.pdf

Background

The Document was established in 2003 and its implementation speaks to both the International Staff and International Military Staff. The Policy encourages the recruitment, retention, and development of a diverse workforce. The Policy requires that personnel operate in a work environment in which they are free from discrimination or harassment. All NATO staff – not only manager – are responsible for the Policy's implementation. The Executive Management Division will monitor its effectiveness.

Summary

In regard to the inclusion of gender in the Document, the Policy stipulates that it will be applied in conjunction with other measures, including Action Plans like the Gender Balance and Diversity Action Plan (C-M (2003) 055). The aim is to: attract more qualified women for vacant positions; create more opportunities for career development for all genders; measure progress on improving the gender balance throughout NATO, develop monitoring and feedback systems, and practices that allow for continuous learning; increase gender sensitivity awareness; promote gender equality through workplace learning headed by management; review guidelines for gender mainstreaming; establish a working environment that allows for a work-life balance; implement effective procedures for handling grievances.

Key highlights

The focus here is more on gender balancing than mainstreaming. Gender balancing is to be carried out without quotas.

Diversity is not synonymous with equal opportunities. Diversity is about the maximization of potential and not just the removal of discrimination. A diverse workforce will allow NATO to meet its objectives and enhance its capabilities.

NATO/EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security and Related Resolutions (2007)

The document

http://www.nato.int/cps/en/natolive/official_texts_109830.htm
http://www.nato.int/nato_static/assets/pdf/pdf_2014_06/20140626_140626-wps-action-plan.pdf

Background

The Policy was formally adopted in 2007. It was endorsed at the Lisbon Summit and its first annual report was produced in 2010. Revisions were made to the Policy in 2011 and again in 2014 and 2017, when the Document was made public.

Summary

Similar to previous Documents, like the Bi-SC Directive 40-1, this Policy acknowledges the details of UNSCR 1325 and related UN Security Council resolutions that followed the 1325 Resolutions. These resolutions acknowledged the disproportionate impact of conflict on women and girls; the importance of ensuring that women participate in decision-making in security institutions; and an expressed commitment to the implementation of 1325, related resolutions, and the integration of a gender perspective.

Key highlights

The intention is for NATO members and partners to implement gender mainstreaming in all civilian and military structures; ensure a gender perspective is mainstreamed into policies, activities, and efforts; and yield a change in mindsets and behaviours. NATO members and partners will work to: show leadership in dismantling gender barriers rather than overlooking them; create a gender balance through respectful and safe working environments; and give specific consideration to the recruitment and support of female leaders. NATO and partners are also committed to the continual implementation and development of education and training on gender. NATO and partners have the shared aim of increasing awareness, and changing mindsets and behaviours. The goal is for NATO to work in tandem with partner nations, international organizations, and civil society.

NATO places the primary responsibility on nations for the implementation of 1325.

Military Guidelines on the Prevention of, and Response to, Conflict-Related Sexual and Gender-Based Violence (2015)

The document

https://www.nato.int/issues/women_nato/2015/MCM-0009-2015_ENG_PDP.pdf

Background

In recognition of the need to prevent and respond to conflict-related Sexual and Gender-Based Violence (SGBV), NAC adopted the Guidelines in June 2015. It was later discussed at a workshop that took place in October 2016 involving national representatives and subject experts from NATO, the EU, the UN, and non-governmental organizations. The push for this document came from: the 2012 Chicago Summit (where Heads of State and Government noted SGBV as one of the major hindrances to sustainable peace), the 2014 UK Global Summit to End Sexual Violence in Conflict (a reaffirmation of the international community's obligation to the "Declaration of Commitment to End Sexual Violence in Conflict"), and the 2014 Wales Summit (where Heads of State and Government re-iterated their commitment to the prevention of conflict-related SGBV).

Summary

The purpose of the Document is to provide military guidelines on the prevention of, and response to, conflict-related SGBV, which should be integrated into all NATO-led operations and missions, with the overall aim of reducing incidence.

Key highlights

The Guide defines *conflict-related Sexual and Gender-Based Violence (SGBV)* as "any sexual and/or gender-based violence against an individual or group of individuals, used or commissioned in relation to a crisis or an armed conflict."

The Document notes "the prevention of, and response to conflict-related SGBV should be included in all stages of the mission analysis,

planning, education, training, conduct of exercises and evaluation of NATO-led operations and missions and will be integrated into the operational planning documents, directives and doctrines as well as in the operational planning process documents.” It outlines procedures for reporting and monitoring, the training of allies and partner nations’ forces, as well as local security forces that may be trained.

NATO Action Plan: NATO/EAPC Policy on WPS (2016)

The document

<http://www.act.nato.int/gender-nato-action-plan>

Background

The Document was developed by nations in the PCSC in EAPC+ and approved by the NAC. However, the Document applies to all of NATO, including the civilian and military structures, as well as the national delegations. The Document is based on the NATO/EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security and Related Resolutions. It states that the Action Plan should be revised every four years at a minimum. After the first version in 2014, the Action Plan was updated ahead of the 2016 Summit to address UNSCR 2242 and place emphasis on the equal participation of men and women in decision-making.

Summary

The main aim of the Action Plan is to increase women’s meaningful participation and integrate gender perspectives into policies at all levels, making the WPS Agenda an integral part of everyday business. Of secondary importance is the goal of increasing the effectiveness of the implementation of 1325 through cooperation with international organizations, and the inclusion of 1325 in training and education.

Key highlights

The focus of the plan is to integrate gender mainstreaming into all areas of current and future planning and operations, including: crisis management, operational planning and execution; training and education for operational aspects; operational execution; and reports and reporting systems.

Bi-SC Directive 40-1: Integrating UNSCR 1325 and Gender Perspectives into the NATO Command Structure (2017)

The document

http://www.nato.int/nato_static_fl2014/assets/pdf/pdf_2015_04/20150414_20120808_NU_Bi-SCD_40-11.pdf

Background

The focus in this Document is on gender within the context of the military side of NATO, although the Directive does incorporate civilian personnel, noting that civilian personnel recruitment and selection needs to comply with NATO's equal opportunities mandates. The Document was established in 2009 and last updated in 2017.

Summary

The Document concerns the implementation of 1325 in the context of the Alliance, and therefore the implementation of routine gender mainstreaming in NATO operations, missions, and exercises. It addresses related Resolutions on conflict-related sexual violence. The Directive clarifies new positions and bodies - including those of Gender Field Advisors, Gender Focal Points, and Crisis Establishment Posts. Education and training is another focal point of the Directive, which outlines the need to disseminate information and training materials; hold seminars; and monitor, review, and analyze the effectiveness of 1325's implementation. Additionally, the Document stipulates the standards of behaviour that are based on mutual respect in operations and missions; including the procedures and protocols for reporting and responding to instances of allegations and/or incidents.

Key highlights

The focus is on the inclusion of gender in the context of the *planning, execution, and evaluation* of NATO-led operations and missions.

The Directive provides definitions of: gender, gender equality, gender mainstreaming, gender perspective, gender awareness training, and gender analysis

Gender refers to the socially constructed differences between men and women, such that a person's gender develops through socialization, which is influenced by one's cultural and societal environment.

Gender equality connotes the same treatment and regard of genders, including same rights, responsibilities, and opportunities.

Gender mainstreaming is the process of recognizing the role that gender plays in NATO's operational missions.

Gender perspective is the process of reflecting on a situation from different gendered viewpoints.

Gender awareness training involves education for the establishment of a standardized understanding of the role gender plays.

Gender perspective is the act of examining gender differences by looking at the different roles that different genders typically play in society.

Evidence-based learning

The military

Overwhelmingly, scholarly research provides concrete evidence to support the claim that women in conflict regions are more likely to be negatively impacted by their interaction and/or participation with the military, including but not limited to higher rates of: post-traumatic stress disorder, suicide, and lower job satisfaction. Gender balancing and mainstreaming can help mitigate some of these challenges.

Spotlight: the Deschamps Report

In 2013, the media widely reported on numerous cases of sexual misconduct in the Canadian Armed Forces (CAF). These reports led to the CAF calling for an independent review of the armed forces by an external authority - former Supreme Court Justice Marie Deschamps. The external review - known as the Deschamps report - investigated the policies, procedures, and programs of the CAF in order to highlight inappropriate sexual conduct. A key point articulated in the report was that sexual harassment and sexual assault harm victims and harm the "integrity, professionalism, and efficiency of the CAF."

The Deschamps report revealed that the CAF had a sexualized culture that is hostile to women and LGBTQ+ members. According to the report, the CAF culture was "characterized by the frequent use of swear words and highly degrading expressions that reference women's bodies, sexual jokes, innuendos, discriminatory comments with respect to the abilities of women, and unwelcome sexual touching." The report also found cases of "quid pro quo sexual harassment". These cases involve a person in a position of authority requiring that a subordinate

perform sexual acts to avoid being fired, to earn a promotion or for other career-related purposes. In the review that was conducted, “some participants further reported instances of sexual assault, including instances of dubious relationships between lower rank women and higher rank men, and date rape.”

Another key finding is that members seemed to become accustomed to the sexualized culture as they moved up the ranks. Relatedly, the report showed that a large percentage of incidents go unreported. Reasons why included fear of: negative career repercussions, not being believed, or being stigmatized. Such observations show a lack of trust in the chain of command. Australia, France, and the US have created reporting mechanisms outside of the chain of command to deal with this exact issue. Underreporting is also the result of ineffective processes for the identification, reporting, investigation, and resolution of such incidences.

Finally, the Deschamps report outlined that leaders may be oblivious to the problems if they are not readily apparent. This is not unique to Canada nor to the military. The European Foundation for the Improvement of Living and Working Conditions (Eurofound), a tripartite European Union Agency, found that in cases of sexual harassment, 67.5% of women reported that company management was not aware of the incident.¹

The report highlights the importance of thorough policies that take into account comprehensive definitions. For example, the definition of sexual harassment is incomplete if it only includes quid pro quo harassment and excludes unwelcome sexual behaviour.

Some key conclusions and avenues for moving forward include:

1. Acknowledging the role played by organizational culture.
2. Emphasizing the importance of strong leadership.
3. Improving the integration of women.
4. Re-building confidence in the CAF.

The workplace

Importantly, just because the problem is not overly apparent through formal reports does not mean it does not exist. For example, the International Labour Organization (ILO) of the UN notes that the problem of sexual harassment is widespread. An ILO report articulates that

1. Stamati, “First survey of sexual harassment in the workplace.”

there has been a shift from ignoring to acknowledging the problem; an admission that the issues of sexual harassment and misconduct are present in industrialized and developing countries alike.

In the workplace, many studies conclude that gender discrimination continues to exist in the workplace, whereby stereotypical views about gender continue to colour hiring and promotion decisions. These studies highlight the negative impact of discrimination. For example, the US Merit Systems Protection Board noted that:²

From April 1992 to April 1994, sexual harassment cost the US federal government approximately \$327 million, which includes the cost of sick leave, job turnover, and productivity loss.

While all genders are impacted by sexual harassment and misconduct in the workplace, statistics show that such occurrences are more likely directed at women, with the hardest hit being younger women and women in entry-level positions, who are employed in non-traditional or male dominated work environments.

Research shows that victims can “eventually become ill when subjected to sexual harassment on a regular basis,” triggering ailments like stress-related illnesses, high blood pressure, and depression. When victims lose concentration, their judgment is impaired, they experience decreased motivation, and they tend to be less productive.

There is an important connection between sexual harassment and sexual discrimination, which is highlighted in studies on gender in the workplace. In instances where sexual harassment causes women to feel unwelcome or feel forced to quit their jobs, the sexual harassment becomes a form of sexual discrimination because women’s equal opportunities are threatened.

Diversity in the workplace is essential for growth, particularly diversity at higher levels. A 2007 report found that companies with women in senior roles have a 10% higher operating result and a 70% greater stock price growth. It also found that having at least one woman on the Board of Directors decreases the chance of bankruptcy by 20%.³

Studies have shown that men do not have personality traits that make them more successful in positions of leadership. Rather, women

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2. U.S. Merit Systems Protection Board, *Sexual Harassment in the Federal Workplace*, Washington, DC: Office of Policy and Evaluation, <http://www.mspb.gov/net-search/viewdocs.aspx?docnumber=253661&version=253948>.
 3. *Gender inequality in the workplace*, *Vitality* 5, no. 3 (2015): 1-4, http://www.mvma.ca/sites/default/files/u522/Vitality-July_GENERIC-EN.pdf.

and men both have equal potential for leadership. Extraversion, conscientiousness, and openness to experience, which consistently predict leadership emergence, are the same between men and women.⁴

Solutions and their impact

Background

In the NATO context, it is important to consider the effectiveness of incorporating a gender perspective for the military and civilian structures independently, as well as for the interaction between these two domains. The scholarly research on the consideration of gender in the military and civilian context tend to refer to operational and organizational effectiveness, respectively.

Key research findings and conclusions

Research shows that connectivity at all levels of interactions (i.e. within governments, between governments and within international organizations) can positively impact the adoption and upholding of a gender perspective, however there continue to be difficulties in achieving such consistency in practice.

Research by Dr. von Hlatky and Dr. Hardt has revealed a difference in how NATO's civilian and military structures approach the implementation of gender-related guidelines. Relatedly, they found that more activities relating to gender are focused on the military structure. Examples include the appointment of Gender Advisors and the creation of guidance documents aimed at the incorporation of a gender perspective. Within the civilian structure, there is a smaller selection of gender guidelines and training documents, and gender has also not necessarily been implemented into everyday practices. Their research also found that, regardless of who was interviewed (civilian or military), interview respondents were likely to provide only military examples of gender mainstreaming and had difficulties identifying civilian examples.

On the gender balancing front, there is noticeable variation among allied nations with respect to women's representation within national armed forces. In 2016, women's military participation ranged from approximately 1.3% in Turkey and 4.3% in Italy to 16.1% in Slovenia, 18%

4. Olga Epitropaki, "What holds women back? Gender barriers at work" (presentation, The American College of Greece), <http://gender-competence.eu/files/Int-Conf/5.pdf>.

in the US and 20% in Hungary.

The military and gender

There is a body of scholarly research that identifies military organizational culture as privileging masculinity. Yet, it is evident that the traits associated with masculinity and femininity are both important for any organization, including the military.

For example, in 1999, the Special Advisor on Gender issues for the UN arranged studies on peacekeeping operations in Bosnia and Herzegovina, Cambodia, El Salvador, Kosovo, Namibia, and South Africa.⁵ These studies analyzed the involvement of women in the peace process in these countries. The studies found that female service personnel provided roles in host nations that males could not. For example, women in conflict zones were more likely to confide in female peacekeepers. The study found that when at least 30% of peacekeepers are female, local women become more involved in the peace process.

Another key finding is the connection between diversity and military success. Existing studies have examined the impact of inclusive policies on operational effectiveness. These studies have found that policies of inclusivity that lead to a diverse and representative military have a positive or at least no negative effect on operational effectiveness.

Gender integration has existed in non-combat units and there are no reports that suggest mixed-gender units had a negative impact on unit cohesion.⁶ As well, in this study of ground combat units, Anthony King found that training and competence is what determines unit cohesion (not gender).⁷

Attention to gender has been found to improve operational effectiveness in three areas: information gathering, operational credibility, and enhanced force protection.⁸ A study of five PRTs in Afghanistan

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5. Donna Bridges and Debbie Horsfall, "Increasing Operational Effectiveness in UN Peacekeeping: Toward a Gender-Balanced Force," *Armed Forces & Society* 36, no. 1 (2009): 120-130, doi: 10.1177/0095327X08327818.
 6. Robert Egnell, "Gender Perspectives and Military Effectiveness: Implementing UN-SCR 1325 and the National Action Plan on Women, Peace and Security," in *Inclusive Security*, 2016, <https://www.inclusivesecurity.org/publication/gender-perspectives-and-military-effectiveness/>.
 7. Ibid.
 8. Louise Olsson and Johan Tejpar, "Operational Effectiveness and UN Resolution 1325-Practices and Lessons from Afghanistan," *Operational Analysis and Support: Swedish Defense Research Agency. Report No. FOI-R-2760-SE (2009)*.

found that greater outreach involving communication with both men and women created a more accurate intelligence picture of the reality on the ground.

Investigations into gender balancing and mainstreaming for UN peacekeepers show that a more equal and representative body helps to lower instances of sexual misconduct and improve the trust in and reputation of peacekeepers.

Data from 40 countries shows a positive correlation between the proportion of female police and reporting rates of sexual assault.⁹

The workplace and gender

Discussions about gender in the workplace can be found in scholarly research on organizational behaviour, group psychology, and social responsibility. Many studies focus on the impact of diversity training on employee attitudes, skills, and knowledge. Results from one study show that diversity training has a greater effect on cognitive-based and skill-based outcomes relative to affective-based (i.e. emotion-based) outcomes. A Harvard Business Review article also highlighted the importance of diversity for decision-making.¹⁰ A key point is that, although it might be more comfortable to join a group that is similar to you (e.g. a group of people of the same gender), doing so can breed conformity and stifle innovation.

Further evidence in support of NATO's existing policies and practices

A combination of formal and informal approaches to education on gender has been found to be successful. These informal approaches include: multimedia, songs, role-play, and skits, interpersonal meetings, and discussion groups. Since the decision to implement UNSC Resolution 1325, NATO bodies have adopted a number of informal approaches, including the Barbershop event and *She Runs, He Runs, We Run*, to increase awareness of the resolution.

The Barbershop event stressed three reasons gender equality is an important issue for NATO and militaries in general:¹¹ (1) NATO's fun-

9. "Facts and Figures: Peace and Security," in UN Women, <http://www.unwomen.org/en/what-we-do/peace-and-security/facts-and-figures#notes>.

10. David Rock et Heidi Grant, Why Diverse Teams Are Smarter. Harvard Business Review, 4 November 2016, <https://hbr.org/2016/11/why-diverse-teams-are-smarter>

11. Sophie Barnett, "Towards Gender Equality: Recent Updates in NATO's Implementation of Resolution 1325," in *the NATO Association of Canada*, 2016, <http://natoasso->

damental values are not realized without upholding equality, (2) female soldiers face higher risk than male soldiers in conflict zones due to sexual violence, inadequate equipment or installations that were designed with only men in mind; and (3) diversity will allow NATO to recruit the 'best and brightest.'

The She Runs, He Runs, We Run event¹² highlighted the role of sports in promoting gender balance and solidarity with the message of 'stronger together.'

It is important for NATO to continue to increase awareness of its policies about gender and, in particular, provide further training in implementation in day-to-day work. A 2013 review found that NATO policies and directives provide guidance on what to do but that too few leaders were familiar with the policies and that not enough staff are trained to implement the policies.¹³

ciation.ca/towards-gender-equality-recent-updates-in-natos-implementation-of-resolution-1325/.

12. "She Runs, He Runs, We Run," in NATO, 2017, http://www.nato.int/cps/en/natohq/news_130406.htm?selectedLocale=en.
13. Jamille Bigio, "NATO: Women Make Us Stronger," in Council on Foreign Relations, 2016, <http://blogs.cfr.org/women-around-the-world/2016/07/19/nato-women-make-us-stronger/>.

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