

FIVE EYES PLUS
GENDER
CONFERENCE



CONFÉRENCE sur les
GENRES du
DES CINQ PLUS groupe

2017

PROCEEDINGS REPORT



CANADIAN DEFENCE **ACADEMY**
ACADÉMIE CANADIENNE DE LA DÉFENSE

Five Eyes Plus Gender Conference

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Proceedings Report

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Acronyms

ADF	Australian Defence Force
AFRICOM	African Command
BGen	Brigadier-General
CAF	Canadian Armed Forces
Cdr	Commander
CDS	Chief of the Defence Staff
CJOC	Canadian Joint Operations Command
Col	Colonel
CPO	Chief Petty Officer
CPO1	Chief Petty Officer 1 st class
CWO	Chief Warrant Officer
DAP	Defence Action Plan
FET	Female Engagement Team
GBA+	Gender Based Analysis Plus
GENAD	Gender Advisor
LCdr	Lieutenant-Commander
LCol	Lieutenant-Colonel
LtCol	Lieutenant-Colonel
Maj	Major
MGen	Major General
MINUSMA	Multidimensional Integrated Stabilization Mission
NAP	National Action Plan
NATO	North Atlantic Treaty Organization
NCMs	Non-commissioned Members
PME	Professional Military Education
RIMPAC	Exercise Rim of the Pacific
SAF	Swedish Armed Forces
UK	United Kingdom
UN	United Nations
UNSCR 1325	United Nations Security Council Resolution 1325
WPS	Women, Peace and Security

Executive Summary

The Five Eyes Plus Gender Conference was held May 16th to 18th, 2017 in Ottawa, Canada. With ten countries in attendance, including Canada, the United States, Australia, New Zealand, Finland, Sweden, the Netherlands, the United Kingdom, Germany, and Spain, as well as representatives from NATO and the United Nations, the conference sought to share best practices and lessons learned regarding the integration of gender in operations. The executive summary of the conference can be found below.

1. Countries must continue learning and sharing best practices through effective communication. Ensuring continued engagement can be accomplished through nation commitments to hosting the Five Eyes Plus Gender Conference on an annual basis.

Continued learning, through sharing best practices and lessons learned within venues such as the *Five Eyes Plus Gender Conference* is essential for benchmarking progress. The collection of sex-disaggregated data and concrete examples are a first step in this regard. The sharing of best practices and lessons learned must also continue at the internal level, to ensure mistakes and errors are not replicated. Communication in operations, as well as understanding and recognizing what is said, and how information is shared influences how we can convince others to “buy in.” Communication is also important when translating ideas and commitments into practice, and how to operationalize these commitments in a meaningful way.

2. Significant progress has been made, but the consideration and integration of gender in all levels of operations and planning must remain a key objective.

The country presentations demonstrated innovative initiatives stemming from training, mentorship programs, and collaborations, but there is still work to be done. Resistance is still prevalent in institutions, which requires the building of gender networks within and across nations that can address challenges and mediate a duplication of efforts.

3. Sustained and genuine leadership is critical to integrating gender perspectives.

The Five Eyes partners and conference participants are identified as leaders both on the international stage, and to colleagues and subordinates. Within this, the recommendation has been made to ensure the inclusion of men in discussions of gender due to the overwhelming prevalence of men in leadership positions in nations’ armed forces. The importance of genuine, sustained leadership allows for infiltration of gender perspectives to local levels. This requires a shift in the internal culture of military organizations in which senior leadership buys-in to the importance of a gender perspective.

4. Training and education of gender perspectives will support culture change.

Training has been identified as essential, however continued and sustained education regarding *UNSCR 1325* and gender perspectives will promote sustained attitudinal and cultural change. This requires genuine buy-in from instructors and leaders within institutions to set a positive example.

5. Change will not be linear.

Organizational and attitudinal change will come from both the top-down and bottom-up pressure and advocacy. Through leadership and guidance from organizations such as NATO and the United Nations, in unison with new recruits and grassroots civil society organizations, institutional change will not be linear and will require multi-stakeholder engagement.

6. There remains a gap between rhetoric and practice.

Turning research efforts and political commitments into tactical, practical direction for action remains a challenge. There continues to be a dissonance between what politicians are saying and what militaries are doing.

Next Steps

- ❖ By September 30, 2017, receive commitment from partner nation to host the 2018 *Five Eyes Plus Gender Conference*.
- ❖ Collection and sharing of sex-disaggregated data and concrete examples to demonstrate the success of gender perspectives in operations.

To follow up with these action items, please contact Sheila Ouellet, Director of the Integration of Gender Perspectives for the Canadian Armed Forces (sheila.ouellet@forces.gc.ca).

Day 1 - May 16, 2017

Opening Remarks

As the Champion for Gender Perspectives on Women, Peace and Security (WPS) in the Canadian Armed Forces (CAF), **Major-General (MGen) Harris** began with an overview of why the Five Eyes Plus Gender Conference was organized. Noting the representation of ten different countries and several organizations, MGen Harris stressed that the importance of the conference is to make life better for men, women, and populations at risk during operations. In order to do this, MGen Harris suggested that we must be aware of how to gather intelligence on the ground, and share experiences.

Statement from the Minister of National Defence

The **Minister of National Defence for the Government of Canada, Harjit Sajjan**, began his presentation with a brief overview of outstanding women in the CAF, as well as highlighting progressive efforts in the Canadian context such as the integration of Gender Based Analysis Plus (GBA+) into the Defence Policy Review (2017). Despite the acknowledged extraordinary talent in the Department of National Defence and the CAF, Minister Sajjan acknowledged that we need more women at all levels if the CAF are to successfully address security challenges. Stressing the importance of the conference, the Minister noted that these events bring nations together to tackle difficult issues, facilitate the sharing of information, and aid in the development of a global strategy. Importantly, Minister Sajjan posited that we cannot continue to work in silos, but rather, actors must work together, and learn from successes and failures.

Minister Sajjan continued by acknowledging that women are not bystanders in security and defence issues, and noted the importance of gaining a better understanding of the scale and perspectives of the influence of women. Ultimately, women are the backbone of civil society in communities, and in operations are essential in resolving conflict and connecting with local populations.

Noting that there is still work to be done, Minister Sajjan praised the significant strides of the CAF, and recognized that the strongest militaries are the ones who take advantage of a diverse population. In noting persisting challenges, the Minister advocated for collaborative approaches with allies and partners. Minister Sajjan concluded that the challenges that persist globally require not just policy development, but setting an example to the rest of the world.

Contextual Basis

Ms. Sheila Ouellet, the CAF Director of GBA+, began her presentation with an overview of her new position within the CAF. In doing so, Ms. Ouellet outlined the long-term goal of mirroring a GBA+ expert at both the Department of National Defence, as well as the CAF. Ms. Ouellet continued by explaining that GBA+ is how Canada has chosen to integrate gender perspectives and gender mainstreaming. GBA+ is to be used as an analytical tool to examine how a given issue can have numerous intersecting factors beyond gender. Ms. Ouellet's presentation provided the foundational information and context regarding how the Government of Canada has integrated the *United Nations Security Council Resolution 1325* (UNSCR 1325).

Beginning with an overview of the adoption and objectives of UNSCR 1325, Ms. Ouellet described the subsequent resolutions adopted to collectively create the WPS portfolio and identified the anchoring of the agenda in four principle and pillars: protection, prevention, participation, relief and recovery. Ms. Ouellet then noted that sixty-four nations have developed a National Action Plan (NAP), with several on task to develop NAPs in 2017. In the Canadian context, the NAP has identified a commitment to integrating gender in all departments and policies through a cohesive, whole of government approach.

In addressing why the integration of a gender perspective into the CAF is necessary, Ms. Ouellet proposed that unless it is understood how everyone is effected differently and who is most at risk, the protection provided may be unsuitable. As a result, Ms. Ouellet stressed the importance of considering all members of the population in order to ensure operational effectiveness.

Ms. Ouellet noted that the CAF has recognized the importance of accurate and careful assessment of sex disaggregated data during missions. In doing so, the CAF has implemented two levels of effort, which include the incorporation of GBA+ into operations, and leadership development. Acknowledging that significant progress has been made, Ms. Ouellet stressed that consideration of gender in all operations must remain a priority, and that the Department of National Defence and CAF will play significant role in ensuring Canada's commitments are met.

MGen Bill Seymour then spoke regarding gender perspectives in CAF operations. Beginning with an overview of Canadian Joint Operations Command (CJOC) and operations, MGen Seymour acknowledged that, when discussing gender perspectives, there is an abundance of conversation regarding "what" is being done, but less about what we want to achieve. Noting the Chief of the Defence Staff (CDS) Directive was to promote the full implementation of UNSCR 1325 and related resolutions into all routine activities and programming in CAF, MGen Seymour suggested that there must now be a transition from gender perspective *preparation to execution*, in order to create a modern organization and establish cultural and attitudinal change. MGen Seymour then provided an overview of the CAF, noting that as of March 31, 2017, women comprised 15.2 percent. In order to progress, MGen Seymour called for a movement beyond a compliance-based model and towards the adoption of a values-based approach.

In outlining CJOC's program and strategy, MGen Seymour identified two lines of effort, which include operational effects,¹ as well as institutional effects.² The objectives of these lines of effort centre around achieving the culture change required to normalize the consideration of gender perspectives. Furthermore, MGen Seymour provided an overview of education and training efforts, noting that all deployed personnel have completed GBA+ training. In terms of direction and guidance, MGen Seymour noted that CAF task forces have been directed to amend standing orders and internal policies to include gender perspectives. Regarding reporting, effective April 30, 2017, all CAF task forces are directed to provide gender perspective reporting. MGen Seymour suggested that taking this information and utilizing it to communicate effectively supports the sharing and replication of best practices for leaders. In discussing the way forward, MGen Seymour noted capacity challenges and the requirement to share best practices and lessons learned with allies. The sharing of tangible examples and lessons, as well as implementing change based on these lessons is essential.³ Ultimately, MGen Seymour exemplified how CAF troops and allies who travel and train other militaries must set an example in order to influence others, and must exude enthusiasm when talking about gender perspectives.

Q: We have heard examples from Afghanistan about the benefits of Female Engagement Teams (FET) and interacting with the local populations; patrols are often all-male groups and fail to understand the community. Based on the Francophone strength, would Canada be in position to create and provide FETs or Mixed Engagement Teams?

A: Stating at the outset that Canada will not be returning to Afghanistan, MGen Seymour noted that as deployments with UN Operations in Africa are on the table, this is a possibility.

Q: What needs to change in terms of culture and gender perspectives? Is it our culture in the Canadian Armed Forces? Is it culture writ large? Is it culture only in theatre and operations? How best do we share lessons learned, especially with regard to operational effectiveness; how can we increase the dissemination of lessons learned?

A: MGen Seymour responded by first acknowledging that culture is about the stories that are told, and highlighted the narrative piece entwined in these stories. Ultimately, MGen Seymour suggested that the narratives regarding gender perspectives have not sunk in, however Op HONOUR is an example of culture change. Although there is no easy solution, MGen Seymour stressed the importance of the power of good examples being set through leadership, and how taking advantage of these positive examples and highlighting them over time can influence narratives. MGen Seymour concluded that the CAF must change its internal culture in order to have an influence on others. In terms of demonstrating the operational benefit of women in operations, MGen Seymour suggested that communication is key, and assessment is essential.

¹ Which includes the incorporation of gender perspectives into planning, execution, and evaluation, ensuring operations reflect NATO and UN codes of conduct.

² Which include deeper, longer term goals, such as the embedding and trickle-down of GBA+ and UNSCR 1325 into all training.

³ For example, in preparation to deploy to Afghanistan, MGen Seymour made changes to his force structure regarding the inclusion of some women, knowing that when he went, he had to interact with the local population. However, "when they redeployed back to Canada, everything went back to what it was."

Q: With regard to GBA+ and Op HONOUR, how do you moderate against an oversaturation of cultural change dialogue?

A: MGen Seymour suggested that as an institution, the CAF are not at a point of oversaturation. However, he continued by noting that branding is essential, and that it took twenty-five years to have GBA+ implemented in the Canadian context. Ultimately, work must be done to turn gender into an operational requirement. There must be a movement from gender as a training exercise (check the box), to a massive change in operation. To avoid fatigue, MGen Seymour recommended that we must keep refreshing and changing the dialogue and activities so that training can resonate from the ship deck to Headquarters. In concluding, MGen Seymour emphasized the power of leadership on this front.

Panel I - Diversity as a Force Multiplier: A Fifteen Year Timeline

Led by **Dr. Karen Davis** from the Director General Military Personnel Research and Analysis, this panel provided insight into the development and benefits of women in combat, while also acknowledging current and future challenge areas.

Ms. Violette Cassis, from the Privy Council Office of Canada, began the panel with a presentation regarding her experiences with peacekeeping missions in Africa, and how she saw inclusion and diversity impact operations. In doing so, Ms. Cassis identified three main points for her discussion. Her first point identified why the WPS Agenda is relevant today. Noting that population centres are now the centres of conflict, and how women inhabit conflict and civilian spaces in different ways, Ms. Cassis suggested that WPS is essential as we begin to discuss the credibility and legitimacy of events. Ms. Cassis also identified how women and children are now also being drawn into conflict, by counterterrorism, to gain intelligence, and as child soldiers.

Second, Ms. Cassis posited that gender and diversity advances the way events unfold on the ground, and, in addition to a moral imperative, the integration of diversity on the ground is strategically beneficial. Noting an example of her time in Afghanistan with a Provincial Reconstruction Team, Ms. Cassis identified the need to hire a woman to access the civilian perspective. Despite recruitment efforts, Ms. Cassis and her team did not initially realize the barriers to access women face to work in that kind of an environment. As a solution, four women and two men were chosen for the team, with the men being identified as the “diversity.” In that instance, Ms. Cassis noted, the men were the force multipliers. Third, Ms. Cassis proposed that instead of *gender* and *women* as force multipliers, women are equal partners in shaping strategic, operational, and tactical objectives. Ms. Cassis concluded by suggesting that diversity is the CAF’s force multiplier, and men are an integral part of this as they are the current boots on the ground. As a result, men must be engaged in order to promote the WPS Agenda.

The panel continued with a presentation by **Dr. Stéfanie von Hlatky**, the Director for the Centre of International and Defence Policy, who provided an overview of a multinational project focusing on gender awareness in the North Atlantic Treaty Organization (NATO) that she is co-leading. Beginning with an overview of the objectives of the project, Dr. von Hlatky discussed the current task of utilizing research and knowledge to build a gender awareness course for the NATO community, tailored to one’s position as a civilian, military, or headquarters personnel. Thus far, Dr. von Hlatky noted that research has revealed there is a community of practice on gender, but also that this results in a double edged sword. Ultimately, sources begin to rely on that community, and from this stems a moral hazard that within the organization, gender is perceived as someone else’s responsibility. Dr. von Hlatky noted that there is a tension between being an active actor and ensuring gender knowledge transmits to the entire organization to ensure broad buy-in results.

Dr. von Hlatky then continued by outlining the purpose of the NATO course, which was developed in order to create a baseline knowledge, build gender literacy, and to apply this knowledge to various contexts. Dr. von Hlatky identified the challenge that a gap lies in taking this new knowledge and applying it to discreet tasks in one’s day to day activities. In providing an example of one of the exercises within the course, Dr. von Hlatky used a targeting board. This

activity required putting the participant in the context of a military task, to begin considering ways to integrate gender into planning. Ultimately, Dr. von Hlatky noted that the objective is to marry both research and education, and by drafting context-specific scenarios in the training process, participants will find the training more relevant to their own practice.

Lieutenant-Colonel (LCol) Sarah Heer, from the Directorate of Human Rights and Diversity, continued the panel with her presentation on the *CAF Diversity Strategy*, and the need to move beyond discussions regarding how diversity and gender perspectives have practical applications. Notably, LCol Heer identified that the CAF is trying to explore, in a broader context, diversity as a whole. Articulating that the *Diversity Strategy* represents what we value as Canadians and want the CAF to be, LCol Heer suggested it is best summarized as *people first, mission always*. LCol Heer continued to discuss the development of the *Diversity Strategy Logic Model*, which is based upon five foundational principles. These principles include the value that CAF is reflective of Canadian society, how warfare is changing and wider skillsets are required during missions, the value placed on problem solving, analysis, and tenacity. LCol Heer noted that the *Diversity Strategy*, however, moves beyond a compliance-based model and towards a values-based model. In order for success, leadership at all levels must endorse and lead by example.

In outlining the four goals of the *Diversity Strategy*, LCol Heer noted the first as understanding diversity culture, and acknowledged academics currently pursuing research on this topic and the need to have shared communication. Second, LCol Heer recognized the importance of inculcating a culture of diversity. The third goal involved modernizing the CAF identity, of which GBA+ is a large part. The fourth goal included strategic communications, and the creation of a diversity and inclusion champion. LCol Heer stressed that the modernization of policies is essential. In providing an example of this modernization, LCol Heer identified previous notions of, “the CAF does not care what your sexual orientation is,” towards, “your sexual orientation does not bare on your effectiveness, but we care.” On this note, LCol Heer acknowledged the development of the positive space initiatives in the CAF.

From the Canadian Forces College, **Dr. Alan Okros** concluded the panel by posing several challenging questions for the audience. First, Dr. Okros advised that the CAF must identify the narrative of what it wants gender perspectives to achieve. In particular, Dr. Okros asked whether the CAF will be using gender perspectives as a weapon for war or instrument for peace, challenging that the CAF cannot do both. Furthermore, Dr. Okros questioned whether gender perspectives are integrated for state security or human security. Ultimately, if the CAF are assisting local populations, this requires listening differently and an awareness of the language being used. For example, Dr. Okros suggested talking about populations as those in “conditions of vulnerability,” which changes the traditional narrative and promotes the understanding of where people live and the circumstances around them. Second, using the Oka Crisis as an example, Dr. Okros argued that we must understand gender perspectives as one subset of culture. Recognizing the role of gender, kinship, societal and cultural roles, and how these intersected in the Oka Crisis demonstrated the necessity for an understanding of gender and culture at a more complex level.

In questioning how the conditions may be set for addressing these questions, Dr. Okros posed looking internally. Suggesting there is a unique element to military culture, and how

masculinities are reproduced and inform how men and women in uniform see themselves and the world, it is essential to understand how this influences action. Finally, Dr. Okros noted that, although militaries can see the benefit of a diversity strategy, militaries ultimately emphasize conformity and obedience. Suggesting militaries stress the erasure of the differences this conference is calling for, Dr. Okros underscored the position that we must consider narrative, language, and socialization in the military, and that, if we get those right, the CAF will have a force multiplier.

Q: In addition to Dr. Okros' point about war or peace, there seems to be an outward facing approach for Gender Advisors (GENADs) and Gender Focal Points rather than an internal focus. I'm curious as to when we focus inward? Ultimately, making that choice would also impact our ability to integrate within our own services. As a woman, if you want to talk about gender and integrating me as a peacemaker, I may not be too thrilled. There is also a narrative issue for the audience, as the Female Engagement Teams are praised for their "differences," but there is also evidence about how women can achieve the same as men.

A: A discussion surrounding the frameworks and assumptions regarding the purpose of the military needs to happen. The current narrative for professional military education (PME) surrounds the issue of, "we need to expand the horizon" and broaden the toolkit. However, [I'm] not sure we are giving them the competencies they need. Regarding your internal and external point, the design of the course was to address this internal/external dimension. There is currently a resistance to talking about both together, but from an organizational perspective, the credibility of an organization is at stake if there is an inconsistency between internal and external conduct. The message is important, but the credibility of the messenger is also key.

Q: I'm interested in the philosophical background of culture and gender. Is there a danger to an emphasis on gender and culture? There remains a question of who created the culture we are operating in. Ultimately, if we deploy men and women, they must be culturally aware, but they are also reflecting culture of UN rather than the culture they are interacting with. As a result, GENADs must have moral courage to say, "we will follow the local culture." I think it is important to make the point that we should not leave this room and think we need to be more culturally sensitive, but rather we must interact in a sensitive way.

A: In operating environments, culture is gendered and defined by certain people on the ground. There is a need to challenge this in an appropriate manner, and this is where men can also be force multipliers. Different personnel can challenge "who gets to speak" in cultures when deployed, and accounting for this interaction with local populations better prepares military personnel. This is where the role of leadership can be brought in; the sense-making of cultural norms and practices while deployed is essential. Leaders must be prepared to answer those tough questions and explain to troops, ensure they understand, and make the call to intervene. This is part of where we need to put leaders, senior officers, and non-commissioned members (NCMs), in order to get the language right.

Q: At what point do you make the distinction between war and peace?

A: In the Canadian context, the military never goes anywhere to do anything on its own. When considering peace and war, it is not always obvious what space you occupy. For example, when looking at the CAF deployment to the Baltics and Latvia, one has to look at that space between peace and war, and the force must be nimble enough to assess and adapt. The adversary can exploit gender based differences in these context. For example, there was a message that was circulated by Russian propaganda which used emotional men as an example of Western weakness. We can play on gender conceptions, but we constantly attribute them to the adversary, we overlook that the adversary can use these tactics as well. In teasing out what the CAF is asked to do, there will need to be an assessment of the societal environment - whether this be cultural, gender, or otherwise - so there can be flexibility.

Q: Dr. von Hlatky's suggestion for interoperability and how it can be a vector to press out best practices is so useful. From the UN side, we only have peacekeeping training, and this is why NATO is helpful. When looking at hierarchical organizations, the rank and leadership is so important. Having just completed the GBA+ training, there were several instances I paused. How do we translate the diversity strategy to senior officers, when they are based in their old training? The focus on translation, with credit given to Dr. von Hlatky's NATO training course, trains how to address challenges one will face in the senior ranks.

A: Dr. Davis responded that, in her capacity, she had chance to speak to command and senior leader groups. Noting the range of perspectives, Dr. Davis noted the challenge is that we are socialized. Dr. von Hlatky posed that, from the perspective of a civilian from the outside, over the course of a few years there has been a transition from gender neutrality to a diversity strategy. Dr. von Hlatky suggested that, although there are points of resistance, the wheels are turning. Up to this point, gender neutral policy has often closed off the space to discussion that the CAF has yet to discuss, and we are in the beginning stages of this.

Panel II – Non-Commissioned Member Experiences

Chaired by **Chief Warrant Officer (CWO) Kevin West**, this panel was comprised of personal anecdotes of several high-ranking personnel in the CAF. Importantly, Chief West noted that when discussing cultural change, the current focus is top-down. Chief West suggested that success will require change from the bottom-up.

Chief Petty Officer 1st Class (CPO1) Alana Mondelli began the panel by sharing her experiences regarding gender integration, and noted at the outset that she had never had a serious perspective of what gender meant in the navy until twelve years ago, when she began her education journey. During this time, CPO1 Mondelli noticed several common threads. The first was the sexualized language, and her use of this normalized language. CPO1 Mondelli noted that, because of that normalcy, she did not associate herself with being female, but rather as a sailor. CPO1 Mondelli faced challenges including misogyny, noting that the criticism in early days were based around gender norms and expectations of her as a girl.

Moving up the ranks, CPO1 Mondelli recognized that the dialogue began to change. During this time, CPO1 Mondelli noted that there was a difference between being a sailor, and being a *female* sailor. These differences became apparent in frequent attacks on her credibility, and the need to work harder and longer to overcome that association. Another theme that CPO1 Mondelli recognized was her relationship to other military spouses. In the earlier years, CPO1 Mondelli noted she was perceived as a threat. Recognizing the integral role of families in the military, CPO1 Mondelli felt the tension that became apparent when one is not accepted by military families. CPO1 Mondelli also noted the prevalence of the competition between women, as well as challenges regarding the optics of having male subordinates. CPO1 Mondelli reflected that it was with education she was able to have a self-awareness, and think critically in these instances.

CPO1 Mondelli noted that gender integration, like any culture shift, will continue to evolve. She questioned what the qualifying and quantifying lines are that would demonstrate gender integration as a success. In concluding, CPO1 Mondelli noted that there is an evolving internal dialogue, with a shift from combat role integration towards a value-based leadership approach.

CWO Richard Stacey continued the panel with an explanation of an operation which required delivery of ballot material for an election in Haiti where, had a gender perspective been utilized, would have saved time and resources. Noting the group of men and women working on the operation itself, CWO Stacey acknowledged the strength in numbers and benefit of diversity for the days leading up to the election.

Prior to the election, CWO Stacey noted, air reconnaissance was conducted to determine the best location to drop ballot materials. In determining a drop-site, personnel travelled to villages and conversed with local populations. In this instance, CWO Stacey noted that the group spoke to two local men, with a weak language interpreter. Following the drop-off of materials, there was a complaint to the United Nations (UN) Headquarters, as the local population in the village where materials were dropped was distraught. CWO Stacey noted that the open area selected for the material drop was a soccer field for children, a route where women travelled to gather water, a

space to wash and dry clothes, the space where church service was held, and finally a gathering place when hurricanes hit. As a result, the group was required to return and consult with several additional people, including the priest.

CWO Stacey posited that, had GBA+ been utilized, these challenges could have been circumvented. CWO Stacey concluded by stressing the importance of taking time to understand local populations, having an intelligence picture, and effective communication.

Concluding the panel, **CWO Necole Belanger** spoke to her experiences in the CAF as a homosexual woman. Identifying the negative labels she was prescribed as a young girl, CWO Belanger stressed her strength, independence, and athleticism that often challenged the societal demands of gender order. By the time CWO Belanger entered recruit school, the CAF had stopped the vetting processes which had prohibited, harassed, interrogated, and discharged homosexuals for being a threat to national security. CWO Belanger suggested that, had she joined earlier, she may not have had the chance to lead or be the mentor she is today. Although on the surface certain policies had changed, CWO Belanger noted that behind closed doors, true attitudes came to the fore, and importantly noted that forced behaviour change did not equate to a change in attitudes. CWO Belanger suggested that this mirrors the circumstances for women in the military today.

Identifying challenges in several deployment operations, CWO Belanger noted certain cultures not viewing her as a competent leader, but stressed the importance of support from her subordinates. Despite this support, CWO Belanger noted that in order to accomplish the mission, at times she had to step aside as the leader. Finally, CWO Belanger provided an anecdote from her 2010 deployment in Cyprus. Given the different cultural norms regarding women in Cyprus, CWO Belanger recognized that she would require a man to provide cover, and sought out a high ranking policeman. CWO Belanger noted several important elements of this decision, particularly that she was not there to change the cultural values in Cyprus, and that the success of the mission came first.

CWO Belanger stressed Canada's commitment to gender equality, which she suggested has never faltered. Additionally, CWO Belanger highlighted the importance of qualifications to do the job, rather than ones' sex as "female." Finally, CWO Belanger posited that men, women and homosexuals must be understanding of countries with different understandings and cultural beliefs, and that Canada is an example of what an integrated force can be.

Q: Can you speak to the response of senior NCMs?

A: Thus far there has been a positive response. Naturally, there are naysayers; no matter how much you bring a horse to water, you cannot force it to drink. However, their eyes have been opened, and you can see the shifts beginning to occur. The biggest shift has been from a training mentality to education. In order to change a thought process and “preform ethics,” there must be sustained education, rather than training.

Q: In Canada, as we become more diverse, we welcome other cultures and beliefs. There were several examples from this panel where we deployed to other nations. How do we integrate our own values when in other nations these values differ? How do people respond to our emphasis on men and women in the military?

A: Related to OPHONOUR and GBA+ training on an air base, an example was provided wherein the squad commander questioned why corporals are required to complete GBA+ training. The response is that, at this minute it may not be needed, but in fifteen years when soldiers are in leadership roles, it will matter. As a result, it is this leadership piece that must be taken seriously and stress the importance of this training. There has been a change in the culture in the CAF in terms of the young people entering, but it all boils down to leadership; every action we as leaders take, and decisions decision we make, goes to our subordinates.

Day 2 - May 17, 2017

Panel III - Success and Challenges for Integrating a Gender Perspective

Chaired by **LCol Jody Hanson** of the Canadian Armed Forces, this panel was structured in a question and answer format. LCol Hanson began the panel by first asking the panelists to identify what successes they have accomplished, observed or experienced with respect to integrating gender into operations and their careers.

Dr. Karen Davis identified that the greatest strength of integrating gender is the mixed gender capability within the organization. She identified that the best examples she can remember were when mixed gender teams adapted on-the-spot to integrate a mixed gender approach to leadership when required. Ultimately, in order to help the people on the ground, it must be shown *how* to integrate gender perspectives. Dr. Davis concluded by noting that mixed gender capability supports the greatest adaptability in integrating gender perspectives on the ground.

Brigadier-General (BGen) Bourgon spoke to developments examined in the NATO context. She presented that for NATO as a whole, the integration of gender through the years has improved. Particularly, integrating gender into guidelines and annexes was noted as a step forward, as directions in annexes requires those to consider it, which may translate into implementation in operations. BGen Bourgon posited that 2004 and 2007 were key times for the Women in NATO Working Group, of which she was Co-Chair. Since then, there has been a transition from *women* to *gender* perspectives in operations.

BGen Carignan of the Canadian Armed Forces suggested that the mixed gender environment has increased operational effectiveness in a full spectrum of operations, from combat to humanitarian support. Noting her role and involvement in integration over time, BGen Carignan drew comparisons between how operations in Afghanistan were different from those in Bosnia, and questioned *why* there is a difference. In responding to why a mixed gender environment created operational effectiveness, BGen Carignan argued that it develops skills internally that one can then apply on the ground. People who are evolving into mixed gender environment are uncomfortable, which pushes creativity, progress, resilience, and curiosity. This attitude results in different behaviour on the ground.

Colonel (Col) Amanda Fielding of the Australian Defence Force began with the acknowledgement that the implementation of two GENAD positions has been in itself a challenge and success. Col Fielding continued by acknowledging the importance of leadership and an operational GENAD to tie what you are doing to the mission, and how to contribute to overall operation. When meeting with leadership, GENADs must be knowledgeable and passionate. In Afghanistan, Col Fielding noted that every two months there was an opportunity to brief the entire headquarters on current efforts. Acknowledging resistance in certain circumstances, Col Fielding identified how she approached said resistance. She highlighted the importance of getting the audience to buy-in, stressing that more women are killed and maimed just because they are women.

BGen Vares-Lum from the United States Armed Forces highlighted that the success in the United States context has been incredible. Stressing that the army she entered into thirty years ago is not the same army today, BGen Vares-Lum noted that in order for those developments, the US had to realize the role of women out of necessity. These necessities were further realized in operations, noting limitations for accessing female populations and the creation of ad-hoc Female Engagement Teams. In order to change the dialogue, BGen Vares-Lum noted that in September 2013, the Department of Defence implemented guidance which included a multipronged, bottom-up approach which validated Women Peace and Security. A final example provided was in the US Pacific Command, where a Joint Staff Working Group Action Officer participates and provides implementation guidance. BGen Vares-Lum suggested this exemplifies how policy can meet practice.

From the United Nations Office of Military Affairs, **Lieutenant-Colonel (LtCol) Rachel Grimes** responded with an example from the Congo in 2014. In that instance, women in certain areas were being raped, and she persuaded locals to take women soldiers to interact with these women. LtCol Grimes also noted that when arriving to a remote area, they received better intelligence from locals than from the Brigade in the situation reports received previously. LtCol Grimes suggested that this demonstrates there is no protection of civilians without participation. She argued that, if we are not listening to local women, the intelligence we are getting is not high-grade. As a second example, in Iraq in 2015, there was information about women who had escaped from Daesh who were being beheaded in Kurdish communities. In response, a NATO training team articulated that these communities were perpetuating work of Daesh. In addition, this example provided lessons for how to respond, wherein subliminal teaching to Peshmerga, and information cards with emergency numbers and rape help centres could be found.

MGen Seymour began by acknowledging that, since joining the CAF in 1987, there had been developments in the state of affairs in the organization. Of particular emphasis was the importance of leadership; MGen Seymour correctly highlighted how one can also learn negatively from leadership, as a negative example is still an example that can be replicated. Understanding and recognizing the power of leadership, MGen Seymour tried to form a combat unit which would fight and function better as a diverse team than as a group of men. One particular example provided was for Exercise Rim of the Pacific (RIMPAC), wherein MGen Seymour recalled the influence of a female voice on the radio spectrum that caused those listening to fall silent and listen. MGen Seymour concluded by acknowledging that how women organize and work their teams is an amazing example of leadership.

LCol Hanson continued with the second question, and asked the panel what challenges they have experienced or observed in integrating gender perspectives?

Dr. Davis began with a quote from Adrienne Rich, noting that, “even as a woman and a man sit in the same classroom, they receive a different education.” Dr. Davis acknowledged that, in 2017 in the CAF, even with equal representation, all men and women bring different knowledge and experience to the mission they deploy on. This gets extended when going to host nations, where there are multiple perspectives and voices on the ground. Dr. Davis then described the model used in Canada which considers cross-cultural competence. This model supports questions such as *why* and *how* do we learn? *What* do we know? *What* do we *do* with that knowledge? Dr. Davis

continued by noting a major challenge is witnessing senior officers rejecting messages or knowledge if they did not like the perspective of an academic, or there was use of non-military language. Dr. Davis suggested one thing to help senior leaders is to aid them in understanding they are knowledge brokers, and strength as a leader requires taking information from multiple sources. This requires not rejecting feminist messages.

BGen Bourgon began by noting that culture is the biggest challenge, as well as the role of women in society. Using a tactical example, BGen Bourgon acknowledged the integration of GBA+ in annexes and planning, however she noted there may be a weakness between the planning process to implementation. BGen Bourgon suggested there may be an element of paying lip service to planning and analysis, because these items are often mandated. In implementation, BGen Bourgon identified that we often miss the important lessons learned. Noting the utility of GENADs, BGen Bourgon cautioned that where a GENAD is placed is important.

BGen Carignan suggested one of the largest challenges is underestimating the complexity of gender. Based on personal experience, BGen Carignan noted she has been fighting perceptions for thirty years. Often, others assumed she was a nurse when she would show up with no badges. Despite the removal of numerous physical barriers, BGen Carignan suggested that the mindset has not changed, and furthermore, that the constructed roles of men and women have changed minimally over time. Ultimately, there is an attempt to administer new policies with an old mindset. Finally, BGen Carignan proposed that the heterosexual male is not acknowledged in these discussions; he is neither part of problem, nor part of the solution.

Col Fielding suggested the largest challenge is the attitudes of operations, and proposed that the best way to counter these attitudes is with education and training. Importantly, Col Fielding proposed changing the language used; as it is not just women, and not just vulnerable populations. Col Fielding importantly highlighted that adversaries are taking advantage of those preconceived notions. As a way forward, Col Fielding suggested that this can be changed through education, and the more education is implemented in headquarters, and positive examples from exercises are shared, the more buy-in will occur. However, Col Fielding suggested the present challenge is participation; getting a seat at the table, or a foot in the door.

BGen Vares-Lum proposed that the largest challenge is convincing people this topic is not just a women's issue. Acknowledging that the power based in militaries often resides in men, BGen Vares-Lum highlighted the powerful impact of when men speak out. BGen Vares-Lum continued to note that institutionalization and operationalization issues are different. Now, laws have been changed to allow women in combat. However, even with two women graduating from the Army Ranger School, there are still naysayers. As a result, BGen Vares-Lum suggested that the challenge is in the messaging.

LtCol Grimes agreed with previous speakers that the notion that gender means, "women's issues" remains a challenge. Furthermore, current practice has focused on explaining why gender is important, rather than how to make change. Additionally, LtCol Grimes challenged the notion that gender perspectives are a form of Mission Creep, and that changing that particular mindset is essential. Finally, LtCol Grimes acknowledged the dissonance between what politicians are

saying and what militaries are doing. Despite NAPs, statements, and policy development, there are still struggles to meet women's deployment commitments to UN peacekeeping. Furthermore, noting that it is easier to determine how many countries have nukes than how women in military, LtCol Grimes proposed the need for sex-disaggregated data collection outside of NATO countries.

MGen Seymour concluded by identifying the key challenge of political variances. For example, in Canada, there is a government which has made the commitment to gender perspectives. In comparison to other countries, there are different states of affairs. A second challenge is concerned with learning how to see and utilize successes. MGen Seymour noted that during his time in Afghanistan, there were many opportunities and lessons learned, however these have not influenced how the CAF work today.

As a final question, LCol Hanson sought from the panelists what advice they would like to convey to GENADS and military personnel?

Dr. Davis responded by recommending that GENADs must ensure they are being inclusive in their practice. This requires looking beyond just senior leadership, to consider non-commissioned members and consulting personnel. Additionally, understanding the full role of a GENAD and stated objectives is important.

BGen Bourgon called on GENADs to demystify the concept of gender. Acknowledging that some people are scared of the topic, BGen Bourgon highlighted that gender is not rocket science, and the topic can be approached in a simple way. BGen Bourgon recommended starting small, and using concrete examples. The importance of gaining support and buy-in from your audience is also essential, as well as convincing your audience this issue is worthwhile.

BGen Carignan provided advice for GENADs to "inject common sense into insanity discussions," and to bring sense to incoherent narratives in the military. Noting that arguments are skewed by facts that are not grounded in what is observed, BGen Carignan exemplified the argument that women cannot be in combat roles because they are not good at violence. BGen Carignan challenged that this idea must be revisited as a discussion on violence more generally, and the role men play in violence.

Col Fielding recommended that GENADs ensure they understand a gender perspective does not apply to everything equally, and that GENADs must learn to listen. Local populations are the best ones to come up with a solution to their security needs, and the solutions posed by GENADs must be culturally acceptable. Finally, Col Fielding recommended for GENADs to identify advocates and supporters, and create a network.

BGen Vares-Lum's recommendation to GENADs is to use discernment when using one's experience. BGen Vares-Lum recommended finding opportunities to educate whenever one can. She then provided an example at US Pacific Command, in which there is orientation for every new hire. Finally, BGen Vares-Lum recommended taking advantage of opportunities to speak and promote success whenever one can, at all levels.

LtCol Grimes first recommended for GENADs to have a strong grasp and knowledge of UNSC resolutions, as well as the resolution of the environment one is operating in. Second, LtCol Grimes also recommended the creation of networks, particularly in operational domain. Third, it is recommended that GENADs groom a senior officer who buys-in, someone who genuinely understands, and convince him to speak to their division, politicians, and speak to the resistance.

Finally, MGen Seymour recommended for GENADs to move from mechanistic into the next phase of gender perspectives.

Q: Gender perspectives thus far have been so focused on involving women. Is there an example of using a gender perspective that focuses on men or boys?

A: One example is mine awareness, as boys and men are more likely to know about mines. We do need to start thinking and focusing our attention towards men. For example, in Canada, suicide has a gender. There is personal mental distress regarding what a real man is. When we take that, and put them into a warrior culture, this challenge is exasperated. In operations, we struggle to see men as victims, and within counterterrorism, there are boys of fighting age and child soldiers to consider. On the human resources side, parental leave is more than just maternal leave.

Q: When considering crisis response, and having a short period of time (seventy-two hours) to make a decision, it is easy to not worry about gender given the time constraints. Do you have resources for how to consider gender in crisis response?

A: In the Australian case, we have tools available. For example, during the bad weather season in the Pacific, we did a gender assessment on Pacific countries. Additionally, the use of non-government organizations (such as CARE Australia) who have GBA+ sheets to help with these analyses is a huge benefit. There is also a case study for floods in Bangladesh, in which the Centre for Excellence provided information on resource disaster management. Often, when time is limited, outside sources are important.

Q: Are there examples where gender perspectives were implemented and successful?

A: There remain challenges with the continuation of bringing home worst practices; we learn repeatedly, but it does not influence how we recruit. Lessons are always observed and reported, but no changes come about. It goes back to why we are still having this conversation. UNSCR 1325 is seventeen years old, but we are still having this conversation about lessons learned. We do not use these lessons to make change.

The basic premise is wrong - kids are not different today than thirty years ago. Thirty years ago, we were doing it wrong. Now we have another vision, a new angle of attack. This is what a gender perspective accomplishes. The greatest “why” to integrating a gender perspective and analysis is that we are our own worst enemy. Ultimately, we work within a population and we must be self-aware of who we are before we can consider intervening in another country.

The importance of gender perspectives is also underscored with examples of “comfort women” and the continued pain felt seventy years later. It is essential to have allies and partners aware and reflecting on how failing to integrate a gender perspective and consideration of violence against women can influence generations later.

Country Overviews

The Integration of Gender Perspectives at the Strategic Level Within NATO

Major (Maj) Stephanie Nicol, NATO's Allied Command Transformation GENAD and **Maj Linda Johansson**, the acting Commander of Capability and Development Department in Sweden, continued the day's proceedings by providing an overview of the NATO "one team one fight" approach to gender perspectives. Noting that a gender perspective cannot be integrated without a collaborative effort, the speakers highlighted the importance of key leaders' championing of gender perspectives with the support of the Nordic Centre of Excellence. Recognizing the importance of leadership, the speakers called for the integration of gender perspectives into leadership as the new norm, rather than exception.

In outlining critical documents for the integration of gender perspectives in the NATO context, the speakers identified the newly negotiated *Bi-strategic Directive 40-1*, as well as the new *Bi-Strategic Directive Allied Command Operations Gender Functional Planning Guide*. Recent additions into these documents included the development of early warning indicators, analysis of security situations, calls for gender-related reporting to be integrated into the current monitoring system, and the integration of conflict-related sexual gender based violence.

With regard to training, for four years the Supreme Headquarters Allied Powers Europe has taken on the priority of training. The speakers acknowledged the challenge that the need for gender training has been identified, but that there are gaps in solutions to address this need. The speakers provided the example that countries wish to do gender training, but that these efforts usually take the form of single-occurrence events. As a result, NATO is looking for existing training available, but can support nations in building their capacity.

One critical success factor identified in the presentation is the use of exercises. The speakers developed methods regarding how to review exercises with an integrated gender perspective. In conclusion, the speakers posited that gender perspectives must be integrated from the very beginning of a planning cycle, rather than added on during the execution and assessment phase.

Canada

In outlining the Canadian case, the first three GENADs for Canada spoke regarding strategic, operational, and Special Operating Forces (SOF) efforts. Beginning with the strategic level, **LCol Marie-Eve Bégin** spoke of the structure of the forces in which the goal is to have mirrored civilian and military GBA+ advisor positions, and to develop a responsibility centre that will bring the CAF and the Department of National Defence together. Regarding success, LCol Bégin identified the second NAP for Canada in 2017, as well as the decision to have GENADs as full-time positions. Recently at the strategic level, LCol Bégin noted how there were budget cuts, but that the gender budget remained relatively untouched. In identifying challenges, LCol Bégin noted awareness and relevance of UNSCR 1325 as a challenge. Training is also an area for development identified for improvement, as the CAF depend on NATO courses and Status of Women Canada's GBA+ training.

LCol Jody Hanson then spoke regarding the Canadian Joint Operations Command (CJOC) efforts. Noting the forty-six gender focal points with a balance of women and men, LCol Hanson acknowledged the support of the command and buy-in from leadership. Following from the CDS directive, LCol Hanson acknowledged the directive developed by CJOC, as well as the integration of a network working group with bi-monthly meetings and reporting.

Lieutenant-Commander (LCdr) Jennifer Savidge concluded the presentation by identifying two major successes of the Canadian Special Operations Forces Command. The first is the requirement to integrate GBA+ from strategic and political lenses. LCdr Savidge acknowledged that this top-down pressure and bottom up approach presses higher levels to buy-in to the WPS Agenda. In the Special Operations, the focus has been on considering entry points for gender perspectives. One entry point identified is the integration of gender perspectives into capacity building activities with partner forces. Regarding challenges, the Canadian case identified that communicating “why” this is important remains a challenge.

United States

BGen Vares-Lum provided an overview of how the United States is institutionally integrating women by providing an overview of the number of women in the United States Armed Forces. Although women have been integrated for some time, BGen Vares-Lum noted that in recent years there have been more landmarks. **Commander (Cdr) Suzanne Mainor** then presented on the structure of the United States military and provided an overview of the United States’ NAP. Regarding institutionalization of a gender perspective, some PME efforts include the National Defence University Library Website, which provides publically-available WPS-related literature and National Defence University publications. Regarding successes, the presenters noted that WPS language has been integrated into higher strategic language and doctrine. **Master Chief Diane Tortora** then spoke to gender perspectives in the theatre campaign plan. The US identified it has also recently held the first Women in Military and Security Conference.

Ms. Cori Fletcher from the United States Africa Command then discussed African Command’s (AFRICOM) integration of a gender perspective, and noted that in 2011, the organization began a Gender in Operations Program which became a bi-annual event in various regions. Ms. Fletcher then highlighted the two implementation lines of effort for AFRICOM, which included internal staff training and external African Partner operations activities.

Persisting challenges in the United States’ context include resource limitations, specifically in policy and planning. Additionally, awareness of gender perspectives in the organization continues to be a challenge. A potential solution is the opening of a communication strategy, robust training, and a professional development plan. However, the speakers identified that there are issues with integrating WPS into curriculum at senior level courses.

Australia

Col Brad Orchard presented on the current landscape of the efforts from the Australian Defence Force (ADF). Outlining the structure of the military, which comprises 60,000 full time personnel, 20,000 reservists, and 20,000 civil servants, Col Orchard continued by noting that despite operations in Afghanistan, Syria, and Iraq, there is a major interest in South East Asia. Currently, women comprise 16.3 percent of the defence force. Col Orchard then identified that gender diversity is a separate part of WPS. For the ADF, Col Orchard noted that the focus is on a gender perspective. In operationalizing this gender perspective in the ADF, Col Orchard suggested, the focus is on WPS, conflict-related sexual gender based violence (SGBV), children in armed conflict, and countering violent extremism.

In order to address these issues, the ADF runs four lines of effort. The first is through policy and doctrine, and the integration of WPS into a White Paper. The second is the use of a GENAD for the top two positions in the ADF, as well as the deployment of GENADs in several operations. Third, the ADF utilizes training and the integration of a gender perspective into PMT and professional development for all. In doing so, the ADF will be running its first GENAD course in June 2017 as a pilot. Finally, engagement and capacity building is integrated in prevention and participation pillars. The ADF's operational outcome can be viewed as a "sound understanding of the operational environment informed by a gender analysis." This requires the inclusion of subject matter experts.

Regarding challenges, Col Orchard noted struggles with being heard as a GENAD, and influencing beyond one's own network. Although this may result in others being uncomfortable, Col Orchard stressed this uncomfortableness is necessary. Finally, Col Orchard noted that the challenge of leadership persists, and that there is still the chance that a leader who prioritizes gender perspectives may not have an enduring influence upon their release from work.

New Zealand

Beginning with a historical overview of New Zealand, **LCol Grant Cassar** continued by providing a sex breakdown of naval, army, and air force of the New Zealand Armed Forces. Noting that all restrictions were removed for women in 2003, LCol Cassar acknowledged the high participation rate of women in the regular forces comparatively speaking. LCol Cassar then noted that the New Zealand Chief of Defence has suggested that the New Zealand Defence Force continues to miss critical areas of the population for recruitment.

Noting that New Zealand has been a leader in equity issues for some time, LCol Cassar stressed that New Zealand was the first country to grant women right to vote. LCol Cassar noted that the integration of women is critical to New Zealand's outlook and participation in strategic forums, despite its small military size. Ultimately, LCol Cassar noted, this is how New Zealand secures its future in the world. With regard to the way forward, LCol Cassar noted the New Zealand production of an NAP, but acknowledged the challenges with regard to capacity as there is only one GENAD in the New Zealand Defence Force. However, LCol Cassar noted, the GENAD has

successfully delivered training to senior Non-Commissioned Officers, with the hopes to create a network of GENADs and Gender Focal Points.

Finland

From the Finnish Armed Forces, **LtCol Ari Laaksonen** began with an overview of sex-disaggregated data in the Finnish Armed Forces. In doing so, LtCol Laaksonen noted that the current operating forces consists of 230,000 personnel, to be increased to 280,000. Of this population, approximately 18 percent are women, which are represented mostly on the civilian side. Using conscription of women's service since 1996, LtCol Laaksonen noted that at this point, women are visible around the rank of LtCol.

With regard to structure, the Finnish Armed Forces integrate GENADs and Gender Focal Points in military operations. There are twenty-four Gender Field Advisors and five gender trainers. LtCol Laaksonen also identified Finland's NAP, which is comprised by the Ministry of Foreign Affairs and directs training for crisis management.⁴ LtCol Laaksonen noted that training is based on the resolution in question and that the Finnish Armed Forces created their own action plans for operations. Of late, the Finnish Armed Forces have focused on local women and developing health care services.

With regard to challenges, LtCol Laaksonen identified the implementation challenge of gender perspectives due to local or cultural circumstances, as well as an effort to recruit more women for peacekeeping efforts. Moving forward, LtCol Laaksonen noted that the Ministry of Foreign Affairs is revising the NAP in cooperation with numerous stakeholders. Finally, the Ministry of Foreign Affairs has developed a Gender Pocket Guideline.

Sweden

Maj Pontus Westrom, the Swedish Armed Forces GENAD for the Chief of Staff then presented on the current environment for the Swedish Armed Forces (SAF) and challenges posed based on tasks provided by the new Defence Policy. This directed that gender and WPS must be integrated into the defence framework alongside the means through which these goals will be operationalized. In outlining the structure of the SAF, Maj Westrom noted that the SAF have GENADs at strategic and operational levels, along with approximately sixty to seventy-five Gender Focal Points integrated into the defence system.

Successes identified by the SAF include the requirement for senior leadership to progress through a two-year Gender Coach Program. This program is inclusive and is attended by Supreme Commanders, as well as Three-Star Commanders. The program itself was identified as one of the key factors of success in integrating gender into the SAF. In the Swedish context, the Commander is seen as a champion for gender perspectives, demonstrating the influence of positive leadership in this regard. Further successes identified included the development of a

⁴ UNSCR 1325 is integrated into every crisis management unit.

gender handbook which addresses both positive and negative elements of the gender perspectives discussion. The development of a Centre of Competence, with the prevalence of GENADs, Focal Points, and gender equality specialists, was identified as a success for the SAF.

Challenges identified by Maj Wesstrom include barriers regarding language and the translation of terms, as well as the balancing of integrating a gender perspective into the national operating environment while also working within the framework of total defence in government and civil society. Moving forward within this total defence concept, Maj Wesstrom identified this as one of the key challenges for the SAF, as well as how to use gender perspectives in the national context. In August 2017, the SAF will implement gender neutral conscription, as well as an NAP implemented domestically and externally. This NAP is unique in that it will focus on international engagement and feminist foreign policy.

Netherlands

Maj Caroline Burger from the Armed Forces of the Netherlands began by noting that Netherlands' NAP was translated into a Defence Action Plan (DAP) for the Netherland Armed Forces this year. This DAP guides the Netherland Armed Forces into the future and provides guidance regarding how to integrate, execute, and prepare their military with a gender lens. Maj Burger noted that the DAP consisted of three lines of effort, which include institutionalization, education and training, and personnel.

With regard to military structure, Maj Burger acknowledged that if the Netherland Armed Forces possessed excellence within the organization, it will possess excellence in operations. Currently, however, the armed forces are comprised of 10 percent women. With regard to institutionalization, Maj Burger noted that there are few specialists, however there are some GENADs that have minimal experience in gender issues. As a result, the Netherland Armed Forces have decided to focus efforts internally, and integrate GENADs within their own structure in the form of Gender Focal Points.

Maj Burger identified successes which included the marine role being opened to women in 2017, specialized training, and SOF acknowledgement of the added value of gender perspectives. Challenges identified included what appears to be a negative connotation with gender, and questions surrounding what gender means, how to conduct the correct analyses, and how to integrate gender into an individual's specific task. Moving forward, Maj Burger identified the overarching goal of implementing and mainstreaming gender throughout the organization.

United Kingdom

Mr. Thomas Gresham, the Head Office lead on WPS in the United Kingdom (UK) provided an overview of the UK's progress regarding gender perspectives. Noting that the UK has made progress in last year, Mr. Gresham acknowledged that they are still at the initial implementation stage. Mr. Gresham continued by outlining what WPS meant for the UK, noting it is a prime concern, and that the UK is one of the first countries to have a co-sponsored NAP. Mr. Gresham

noted that within the Ministry of Defence, there has been a rise of commitments for the NAP, and currently there is a six-month strategic group at the Ministry of Defence for WPS.

Mr. Gresham then outlined the implementation strategy for the British Armed Forces, of which the objectives include the mainstreaming of gender, increased participation, and capacity building for partners. Importantly, Mr. Gresham noted that this implementation strategy provided specific directions for how to reach these objectives. Further, Mr. Gresham noted that at the UN Peacekeeping Ministerial in 2016, the UK committed to 15 percent of UN staff officer and military observer roles to be filled by women by December 2017.

With regard to challenges, Mr. Gresham noted that establishing conditions for delivering training, as well as resource constraints persist. Additionally, with regard to implementation of change, Mr. Gresham noted the gap between rhetoric and turning commitment into action. Finally, Mr. Gresham noted that broadening the recruitment base through conscription was a lesson learned from the ministerial.

Germany

Dr. Theresia Kloke, a Staff Committee member on the Equal Opportunities, Diversity and Inclusion team in Germany continued by providing an overview of three different teams in the German Defence Force staff, which includes the Equal Opportunity, Diversity and Inclusion, and Point of Contact teams. Beginning with the Equal Opportunity Team, Dr. Kloke noted that the purpose of the team is to manage and coordinate gender in the armed forces. This involves situation assessments, the development of evaluative measures, and publications. In her role, Dr. Kloke noted the task of creating objectives to address underrepresentation of women in the armed forces, noting the recent implementation of a mentorship program for women.

Dr. Kloke continued by outlining the role of the Diversity and Inclusion Team, which involves the consideration of diversity and to contribute to the further development of leadership culture of the armed forces. Dr. Kloke noted the objective to implement “unconscious bias training” for all levels, and all departments.

Finally, Dr. Kloke identified the Point of Contact Team, which was established in February 2017. The Point of Contact team is a resource for discrimination and violence in the Bundeswehr on both the civilian and military side. Dr. Kloke noted that Germany and the Ministry of Defence strive for increased participation of women in all phases of conflict prevention, especially given the UNSCR 1325 emphasis on equal opportunity and gender. In doing so, Dr. Kloke noted that the German Defence Forces are only as good as the resources and training they provide.

Spain

Col Dionisio Urteaga concluded the country overviews with his presentation on Spain’s implementation of gender perspectives. Noting that he is the GENAD for his commander, Col Urteaga expressed that it is his responsibility to plan and conduct military political affairs,

provide information on operations, support civil-military interaction and cooperation, plan conduct for operations, and advise the commander in military political affairs and gender issues.

In identifying the importance of integrating gender perspectives at the national level, Col Urteaga noted that it is necessary to communicate and send a message regarding the importance of cooperating efforts and actions for a gender perspective. Currently, however, Col Urteaga identified that the Spanish Armed Forces lack gender planners in operations, and Human Resources considers gender issues only in the internal context. Currently, Col Urteaga identified that he is the first contact for gender in operations. At the tactical level, however, Col Urteaga noted there is a Gender Focal Point. Ultimately, Col Urteaga noted that in order to promote equality between men and women, there is a requirement for training and courses on gender.

With regard to successes, Col Urteaga noted Spain's NAP since 2007, and the Chief of Defence Directive for the implementation of gender perspectives in the armed forces. Furthermore, in 2016, the Spanish Armed Forces approved a protocol against sexual harassment, which included a guide for victims and best practices handbook. Finally, Col Urteaga noted that with regard to gender specific courses, 150 personnel have been trained, and Spain is now a military training and gender discipline leader in the European Union.

Day 3 - May 18, 2017

Keynote Speaker

Integrating Gender Perspectives in Crisis Management: Operation LENTUS

LCol Marie-Eve Bégin began by acknowledging that many examples with regard to gender perspectives often stem from Afghanistan. As a result, LCol Bégin chose to look internally to consider domestic humanitarian relief operations. In doing so, LCol Bégin noted that she realized a GBA+ approach must be applied at home and abroad, and focused her presentation discussion on how GBA+ could have been applied to the flooding in Quebec in 2011.

Operation LENTUS is the CAF's assistance to provinces in the event of a disaster. In May 2011, LCol Bégin received a request for assistance from Quebec. The mandate of the mission, according to LCol Bégin, was to protect municipal infrastructure, private residence, and access roads. LCol Bégin stressed the lack of preparation time and minimal understanding of the operating environment. LCol Bégin observed that gender would not be the only factor to be taken into consideration, and an intersection of factors would be at play in this circumstance.

LCol Bégin continued by outlining three examples of when a GBA+ approach could have been applied during this event. The first was with regard to disaggregated data collection. As the preparation time was minimal, the operation had little situational awareness. LCol Bégin noted that patrol reports had details regarding the number of sandbags used, and the number of residents in the area, however there was no reporting on critical information such as pregnant women, or elderly populations. However, LCol Bégin noted that a local man who had lived in the region was an excellent resource in this regard. The second example provided by LCol Bégin included the ability to connect with the local population. During the crisis, there were individuals that refused to leave their residences. LCol Bégin noted that those who resisted were mostly men in their mid-forties, middle to low income, and low education. LCol Bégin noted that engagement with personnel that were most similar to those civilians who would not evacuate resulted in successful removal of the individuals, as the civilians related more closely to them. A final example included access to resources following the flood. During this time, residents were required to travel to certain areas for clean water, however not all residents were able to carry water.⁵ Additionally, LCol Bégin noted that, despite offering water delivery, no priority was given to disabled residents. With environmental data, the operation could have targeted those who needed the resources most.

LCol Bégin concluded that it is essential for operational success to take time to understand the local population in order to build a comprehensive operating picture, as not everyone requires resources at the same time, same level, or to the same extent.

⁵ Due to distance travelled, weight of water, lack of transportation.

Strategic Integration of Gender in Operations: A UN Perspective

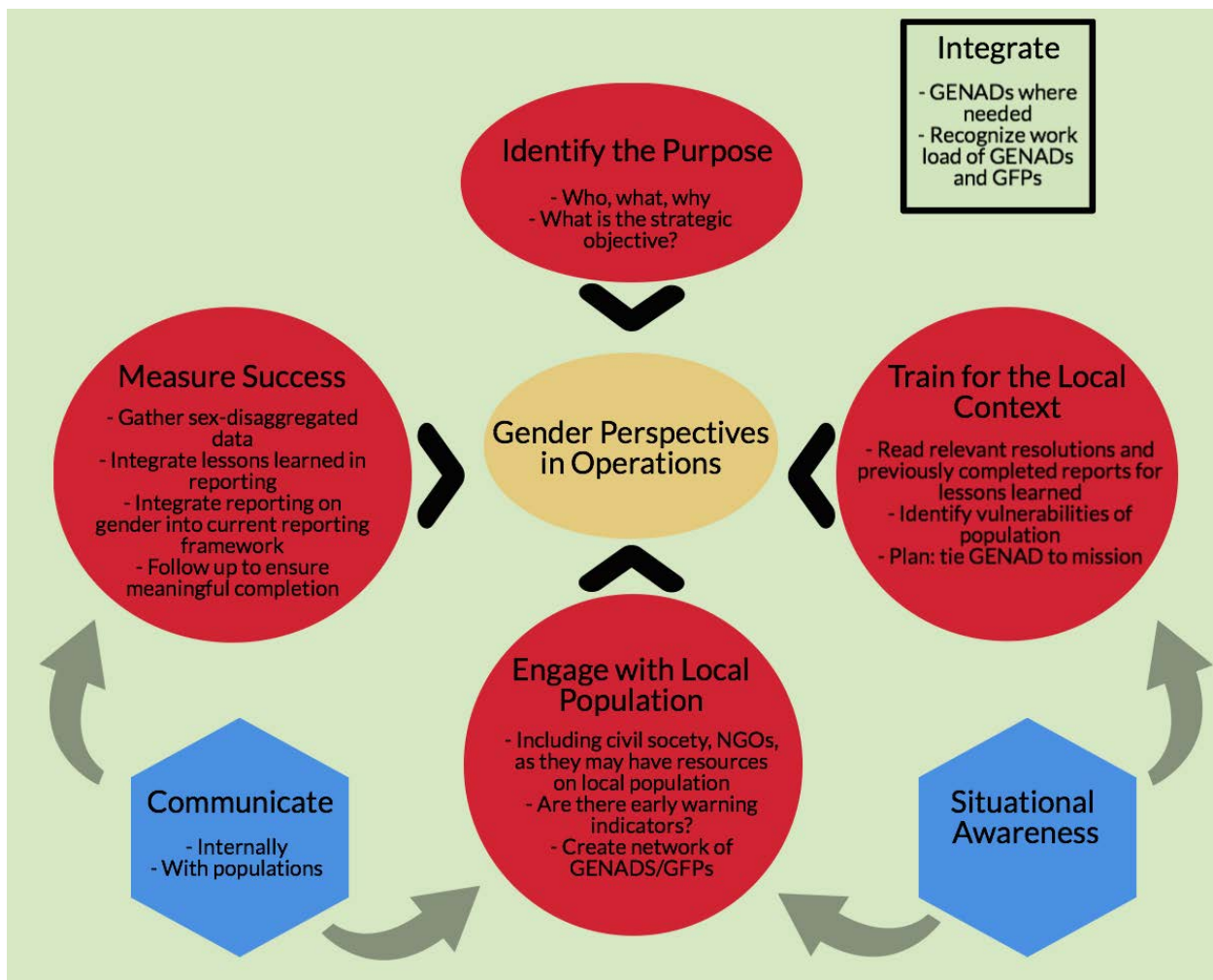
LtCol Rachel Grimes provided a strategic view of gender in operations within the UN. Beginning with an overview of missions and resolutions for the UN and the structure of the Security Council, LtCol Grimes continued by outlining how a resolution is instigated and developed. Furthermore, LtCol Grimes identified the civilian gender unit within the Department of Peacekeeping Operations within the UN. Noting the importance of having a military person “doing gender,” LtCol Grimes then provided an overview of civilian gender units which link to the military affairs. In her own role, LtCol Grimes noted that she was the Office of Military Affairs Military GENAD. Her role in this regard is to monitor and design the Gender Action Plan. This is achieved through assessment, military planning services, current military operations service, and policy and doctrine teams.

In identifying challenges, LtCol Grimes noted that within the UN there is a different set-up when GENADs are in a mission area. In these instances, she noted, GENADs are responsible for all aspects of participation, protection, and prevention. Within Headquarters, in comparison, there are gender teams, a conflict-related sexual violence team, and an Office of the Special Representative on Sexual Violence. LtCol Grimes noted that there may be a repetition of posts at UN Headquarters, and that one flaw within the UN is the lack of a dedicated position for a GENAD. Furthermore, LtCol Grimes spoke to a challenging report from 2015 in which the UN Department of Peace Keeping Operations faced criticism due to a lack of gender and situational awareness during operations.

LtCol Grimes continued by providing an overview of what the UN is doing to increase the representation of women. In particular, a note-verbale had been sent to sixty countries requesting that, by December, they could deploy 15 percent women as staff officers and military observers. LtCol Grimes noted that sixteen nations agreed they will meet that target. Furthermore, LtCol Grimes acknowledged that the UN is circulating media campaigns to entice recruitment.

Working Group Simulation

On the final day of the Five Eyes Plus Gender Conference, working groups were asked to address a scenario which was based on working groups being newly promoted and posted as the Commander of the United Nation’s Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). The Working Groups were asked to task their GENAD to develop the force Commander’s Directive for Integrating Gender Perspectives in MINUSMA Operations. The objectives of the working groups were three-fold: first, identify what instructions you would give the GENAD in order to enable them to produce guidance leading to operational effects in the mission area. Second, identify which MINUSMA Strategic Objectives would most benefit from the integration of gender perspectives and why. Third, identify how MINUSMA should change in terms of capabilities and composition to enable maximum integration of gender perspectives into MINUSMA operations in pursuit of strategic objectives. The chart below summarizes key themes from the presentations and discussions which followed.



Conclusion

MGen Harris concluded the conference by thanking all in attendance for contributing to the discussion. The importance of integrating GENADs where needed, training for local contexts, measuring success, and integrating lessons learned were key findings for the conference and working groups. Moving forward, the conference organizers called for a participating country to volunteer their efforts in coordinating the *Five Eyes Plus Gender Conference* in 2018.

