



**SUPREME HEADQUARTERS ALLIED POWERS
EUROPE**

**GRAND QUARTIER GÉNÉRAL DES PUISSANCES ALLIÉES
EN EUROPE**

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ALLIED COMMAND OPERATIONS (ACO)

GENDER FUNCTIONAL PLANNING GUIDE

JULY 2015

Non-Sensitive Information

Releasable to the Public

GENDER FUNCTIONAL PLANNING GUIDE (FPG)

- REFERENCES:
- A. UNSCR 1325 Women Peace and Security dated 31 October 2000.
 - B. EAPC(C)D(2014)0001, Revised NATO/EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security and related Resolutions, 01 April 2014.
 - C. EAPC(C)D(2014)0019, NATO/EAPC Action Plan for the Implementation of UNSCR 1325 and related Resolutions, 23 June 2014.
 - D. Protection of Civilians: Implementing Guidelines for Military Components of UN Peacekeeping Missions dated February 2015.
 - E. Allied Command Operations Comprehensive Operations Planning Directive Interim Version 2.0 (COPD V 2.0), dated 04 October 2013.
 - F. Bi-Strategic Command Directive (BI-SCD) 040-001 dated 08 August 2012.
 - G. SHAPE Comprehensive Crisis and Operations Management Process (CCOMP) Handbook dated 14 July 2015.

PURPOSE OF THE FPG

1. The purpose of the FPG is to provide guidance to GENADs, GFPs and NATO planning staff. It identifies gender perspectives to be addressed/considered during each stage of the planning process at both the strategic and operational levels. For completeness it includes an understanding of the gender considerations at the tactical level in order to aid the understanding of the staff. It also provides a number of tools to help gender analysis and the development of the gender Annex.

BACKGROUND

2. In October 2000, the UN Security Council adopted Resolution 1325 on Women Peace and Security (Reference A). This was the first link of women's experiences of conflict to the international peace and security agenda, recognising the disproportionate impact of armed conflict on women. It also acknowledged the fact that women continued to be excluded from participation in peace processes and thus, stressed the importance of women as active agents in the prevention and resolution of conflicts. This was subsequently implemented in NATO under References B and C. In March 2015, SACEUR reinforced this within NATO and stated that "Gender equality and the women's' empowerment are critical to the security and success of the Alliance and its partners".

3. Conflict causes tremendous suffering for all citizens equally, but women and men are affected differently. In recognition of this fact coupled with an increasingly complex environment where the traditional use and employment of NATO's military instrument of power has evolved, it is critical that the NATO Command and Force Structures consider differing perspectives of peace and security. In particular, NATO planners need to be able to identify and address the intended and unintended effects of the employment of the military instrument of power while also trying to ensure that actions will contribute, in accordance with the provided political guidance, to the longer term stability of the affected nations/region. History

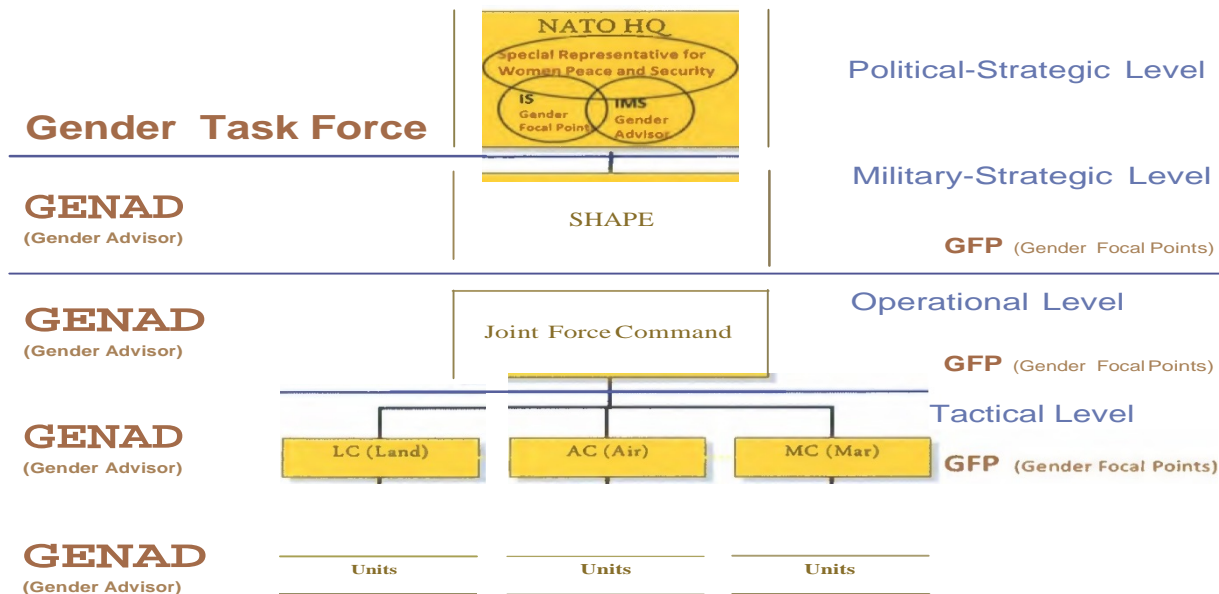
clearly shows that failure to consider the latter, even at an early stage, almost inevitably leads to a regression in the recovery and redevelopment of the nations/region affected. In addition, it can end up providing triggers for further conflict and destabilisation. Thus the planner has a critical role to play to ensure that in NATO's military contribution to long term security and stability there is an active promotion of women's empowerment and gender equality.

INTRODUCTION

4. Men, women, boys and girls all suffer from war and conflict. Such suffering not only involves death and injury but also includes: displacement, trauma, abuse and loss of control over, and access to, resources essential to life. The impact of these changes is often experienced in different ways by different gender groups. As a result, gender inequalities are often exacerbated during periods of armed conflict. Unless addressed, this situation can continue during post-conflict reconstruction undermining the fabric of a society already overwhelmed by the immediate impact of the violence. Women's participation in conflict resolution is essential and thus differing gender dimensions need to be considered during operations planning and execution¹. Combined with the rising importance of the protection of civilians (as expressed by the UN in Reference D), this requires planners at all levels to ensure that they develop a comprehensive understanding of the military operating environment, to include the wider civilian setting, where the operation will be conducted.

5. Within NATO, gender perspective is a crosscutting theme with responsibility lying at all levels. In order to help focus commanders and staffs, NATO has created a gender advisory structure to support NATO Commanders and Operations/Missions within NATO Command-and Force Structures. The diagram below represents a typical Gender Advisory structure as it relates to the planning and conduct of an operation and/or mission:

NATO Gender Advisory Structure



¹ There is a commonly accepted misperception that a gender perspective is deemed less important during kinetic operations. In fact, kinetic operations often cause significant damage to the social and cultural fabric of a given society and thus, gender dimensions become ever more important in the stabilisation and reconstruction processes that follow.

GENDER PERSPECTIVE IN PLANNING

6. In planning, gender perspective can be a specified objective at any level (as in the Resolute Support mission) or it can be seen as an "enabler", something that, if properly addressed and considered in the planning process, will support the accomplishment of the military objective². Thus, it may be identified as an effect and/or included as a Complimentary Non-Military Action³. All this must be borne in mind as it affects how the Gender Advisor (GENAD) or Gender Focal Point (GFP), (on the planning team) should approach and support the planning task. Irrespective, the core question for the GENAD, GFP and planner will always remain "How does it affect the Military Mission"?

7. There are multiple strands to the gender perspective that have to be considered during the planning process. These might include:

- a. Addressing Conflict Related Sexual and Gender Based Violence (CRSGBV) (See Annex D).
- b. Analysing changing gender roles caused by the conflict.
- c. Considering how NATO can contribute to gender equality and women's empowerment in the affected nations before, during and after the conflict.
- d. Considering how NATO can support the delivery of equal security for men and women.
- e. Ensuring NATO support to any Disarmament Demobilisation and Reintegration (DDR) remains gender neutral/equal.
- f. Ensuring gender perspectives considered and addressed in NATO's support to the peace process including ceasefire agreements and women's participation is actively included.
- g. Ensuring gender perspectives are considered and addressed in Security Force Assistance (SFA).
- h. Ensuring gender perspective is considered in any NATO support to the pursuance of war crimes.
- i. Ensuring any NATO support to election activities considers the gender perspective.
- j. Internal gender considerations:
 - (1) Force composition.

² For planning the guidance provided from the North Atlantic Council (NAC) or the appropriate superior NATO headquarters is critical. The NAC may include gender objectives or related objectives such as: "All necessary means to protect civilians" or "Implement UNSCR XXXX and associated UNSCR XXXX which may carry a direct or indirect link to gender issues that will need to be addressed.

³ Complimentary non-Military Actions. Complimentary Non-Military Actions are identified where objectives (strategic or operational) cannot be created by military action alone or could be created more effectively by a combination of complementary military, political, economic and civil actions.

- (2) Engagement capacity/capability.
- (3) Communications.
- (4) Standards of Behaviours or Codes of Conduct.

GENDER ADVISORY STAFF WORKING IN A PLANNING GROUP

8. The challenge of a single GENAD or GFP in a complex and busy planning environment is to understand the process going on in the Headquarters and to effectively support, communicate and contribute in a timely fashion. It is important to develop a single clear understanding of the place of gender in the potential operation. This must be reflected at all levels, between levels and by the respective Command Groups. Internally, such communication also needs to occur with the whole planning staffs including: J2/J5, LEGAD, CIMIC etc. Close cooperation and interaction with all the planning group staff and external agencies (where authorised) will help to ensure the avoidance of repetition or redundancy in the work or analysis conducted and also avoid contradictions between members of the planning team.

USING THIS FUNCTIONAL PLANNING GUIDE

9. This Functional Planning Guide is designed to support GENADs, GFPs and trained and untrained NATO planners. It:
- a. Is structured in accordance with Reference E.
 - b. Is a reference document for the GENADs, GFPs and the whole planning team and is broken down to reflect the Command levels as follows:
 - (1) Gender Planning- Strategic Military Level- Annex A.
 - (2) Gender Planning - Operational Level -Annex B.
 - (3) Tactical Level Gender Planning Considerations- Annex C
 - c. For the Strategic Military and Operational Levels, it is arranged command level by command level so that staff can use it quickly and easily as a reference guide. It is deliberately designed as a guide and not a directive to be slavishly followed. It is a series of ideas and reminders to trigger thought, consideration and, if necessary, action at the appropriate time during the planning process.
 - d. Provides perspectives as to the sorts of gender-related actions and activities being carried out at the Strategic Political and Tactical Levels.
 - e. Provides considerations for the development of Gender Annexes and Appendices to support CONOPS and OPLAN development at Strategic Military and Operational Levels at Annex D.
 - f. Supports the planning team, in the absence of a GENAD or GFP to help consider the gender perspective during each stage of the process. This will help ensure the development of a successful plan that properly addresses the gender issues and the need to develop equal security for men and women and children.

- g. Includes a "gender analysis" tool⁴ provided as a means of gender analysis and is illustrated in a diagram in Annex E.

THE STAFF ESTIMATE AND GENDER ANALYSIS PROCESSES

10. In anticipation of an operation, specialist staff at all levels will develop "Staff Estimates" in order to help prepare them to contribute to the planning process. In addressing the "Gender" perspective, there is already a NATO accepted methodology called "Gender Analysis" (Reference F Page 5 Para 1-4 d refers). This is described in the paragraph below:

"Information on gender differences and social relations in order to identify and understand inequities based on gender. It could also be understood as "methods used to understand the relationship between men and women in the context of the society. For example, military planning activities should assess the different security concerns of women and men, girls and boys in the area of operation or take account of power relations in the community to ensure women and men have equal access to assistance where the military is engaged in supporting humanitarian assistance. Other examples would include understanding how customary conflict-resolution mechanisms affect women and men differently and how their social status may change as a result of war."

11. Thus, this is a broad based analysis process and, like the staff estimate, is started by the specialist staff (in this case GENAD, GFP or equivalent) as soon as there is likelihood or perceived possible future NATO participation in an operation. Initially, this will simply consist of a mental process prior to attending perhaps a Command Group meeting. It will then be more formally developed as an analysis, recorded and integrated at the appropriate time and level into the planning process and products. The Gender Analysis is not a standalone process; it looks for input from, and provides output to, the specialists and planning group. It is therefore complimentary to NATO's staff estimate process and should remain the core tool for use by the GENAD or supporting and contributing to the integration of GFPs Gender perspective in the respective planning group. This will not only ensure the integration of gender perspective into the NATO planning process at all levels but will ensure that it is complimentary to common international gender analysis processes currently in use. A gender analysis tool, generic enough to be used at every level of planning and execution, is provided at Annex E. There is no directive to use this tool but by generating a common approach, the broad adoption of a single analysis tool can only support the gender staff.

ANNEXES:

- A. Gender Planning -Strategic Military Level - SHAPE
- B. Gender Planning – Operational Level -Joint Force Commands
- C. Tactical Level Gender Planning Considerations- Component Commands
- D. Considerations for the Gender Annex and Appendices.
- E. Gender Analysis Tool.

⁴ As taught at the Nordic Centre for Gender in Military Operations.

GENDER PLANNING- STRATEGIC MILITARY LEVEL- SHAPE

INTRODUCTION

1. The planning process is conducted at all levels and in close cooperation with superiors and subordinates. The COPD lays out each of the stages and the strategic military level format is used below. Outlined under each phase are the sorts of gender-related actions and activities considered, and where appropriate, implemented by the Gender Advisor (GENAD), Gender Focal Point (GFP) and strategic level planners. One or more GENADs from the operational and tactical levels may also contribute to the strategic military planning process, especially during execution and transition.

BACKGROUND

2. **The Strategic Political Level.** With the exception of the diagram in the main body of the Gender Functional Planning Guide, this document does not address NATO's strategic political level gender planning considerations. However, for strategic military planning development, it is important to note that as well as having planning-related GFPs in the IS, a GENAD in IMS, there is NATO's Special Representative for Women, Peace and Security based in NATO HQ and playing a key role in all gender-related topics including planning. In addition, it is also important to note the existence of the Gender Task Force in NATO HQ where the aforementioned staff (and other gender related staff as appropriate) can address gender considerations that develop before and during crisis as well as contribute to gender-related planning.

THE STRATEGIC MILITARY LEVEL PHASES

3. **Phase 1 – Initial Situational Awareness.** The aim is to both develop a broad understanding of the conflict environment and an understanding of the NATO political and strategic military considerations in relation to the potential NATO interest. Key for the GENAD is to start the gender analysis process (see main body of Enclosure 1 and Annex F). This activity will continue throughout the planning process, execution and transition

- a. Liaise with the Office of the Special Representative for Women, Peace and Security (SRWPS).
- b. Participate in Gender Task Force (GTF) in order to develop understanding of the environment and NATO perspective.
- c. Interact with Civil Military Analysis (CMA), Civil Military Interaction (CMI), J2 and J9 to develop understanding of environment and ensure gender perspectives included in their work.
- d. Contribute to CCOMC morning updates.
- e. Support Cross-functional Action Team (CAT) analysis and contribute to the Initial Crisis Estimation.
- f. Participate in, and brief, the Crisis and Operations Panel (COP) as required (and throughout the planning process).

- g. Build relations with staffs expected to contribute to crisis analysis.
- h. Liaise with IMS Ops and develop understanding of their perspective of crisis and potential gender perspectives.
- i. Contacts with IOs and NGOs, as authorised. Consider development of agreements.
- J. Liaise with Operational Level GENADs.
- k. React to tasks from COS, DCOS OPI and through Tasker Tracker (TT).
- l. Study open source.
- m. Review Crisis Response Measures (CRMs) related to gender.
- n. Update NATO HQ (an ongoing activity unless task is "close hold" and to continue updating throughout the planning process and especially towards the end of each "Phase").
- o. Identify the legal framework for a given operation and ensure that legal aspects of gender perspective related aspects are addressed in the planning phase with a comprehensive legal approach.

4. Phase 2 – Strategic Assessment. With the NAC tasker for SACEUR's Strategic Assessment (SSA) comes the requirement to gain a clear understanding of where gender fits into the crisis and the tasker. Key will then be to support the development of the SSA with clear and appropriate gender input.

- a. Use all contacts in SRWPS, GTF and IMS to clarify/understand NATO HQ perspectives on gender perspectives directly addressed or implied in the NAC tasker.
- b. Review and develop CMA, CMI, J2 and J9 gender related output and request further focused analysis if necessary.
- c. Contribute to the Strategic Planning Group (SPG) with the development of the SSA. Focus should be on the different actors, factor analysis and centre of gravity analysis along with the impact of gender on the causes and potential resolution of the crisis. This will normally be through syndicate and plenary work and then written in to the SSA (may also be briefed verbally to the COP) to be submitted by SACEUR to the MC and NAC.
- d. Influence SRWPS, IMS, Gender Focal Point (GFP) and other GTF members as to the development of the NAC tasker for Military Response Options (MROs).
- e. Contribute to the development of the Warning Order.
- f. Develop a shared understanding with subordinate/s of gender perspectives of the SSA through a coordinated gender analysis process.
- g. Update own gender analysis and coordinate any subordinate gender analysis with CMA, CMI, J2 and J9 work
- h. Continue to review opportunities for external gender related liaison with IOs and NGOs.

- i. Advise on the timing of triggering any gender related CRMs.

5. **Phase 3 – Military Response Options (MROs).** At the beginning of MRO development, the GENAD - being fully integrated in to the SPG - should have amassed sufficient information from the SSA, NAC taskers and liaison with NATO HQ staff to understand the potential "place" of gender in the possible operation.

- a. Use all contacts in SRWPS, GTF and IMS to clarify/understand NATO HQ understanding of gender perspectives directly addressed or implied in the NAC MRO tasker.

- b. Identify risks of Conflict Related Sexual and Gender Based Violence (CRSGBV) and input to planning group.

- c. Identify and highlight in the SPG opportunities/potential requirements to work with existing stakeholders present in potential theatre of operations or others about to deploy.

- d. Identify gender opportunities for conflict resolution and input them to the planning group.

- e. Support the SPG in the development of the MROs with a focus on Decisive Conditions, Effects, Complimentary Non-Military Actions and risks. Depending on how the MROs are being developed, this could be in syndicate or plenary but will ultimately be integrated into a product. This will then be briefed to the COP and submitted in writing to the MC and NAC.

- f. Update own gender analysis and develop an understanding of any external gender analysis and proposed/ongoing gender related activities (i.e. by IO, NGOs).

- g. Coordinate any gender related subordinate input or comments on MRO development.

- h. Identify how effectively each MRO addresses any gender perspectives.

- i. Draft any directly related gender input to the MROs if required and be prepared to brief to the COP.

- j. Influence development of Strategic Planning Directive (SPD) to ensure it contains clear gender guidance where appropriate.

- k. Use contacts in SRWPS, GTF and IMS to influence development of the NAC Initiating Directive (NID) as it relates to gender perspectives.

6. **Phase 4 – Strategic Plan Development**

- a. **Phase 4A- Strategic CONOPS Development.** It will be important to ensure that as the Operational level goes through its Operational Estimate, a common gender understanding exists between the two levels as well as with NATO HQ and authorised external agencies. In addition, with the development of the Strategic CONOPS, there will be a need to consider whether the Gender Annex/Appendices is/are included in both the CONOPS (not a "mandated" annex) and OPLAN or just simply the OPLAN. If it is required in the CONOPS, then this guidance will normally come in the NID.

- (1) If necessary, use SRWPS, GTF and IMS to clarify/understand NATO HQ perspectives on gender perspectives directly addressed or implied in the NID.

- (2) Help adjust the selected MRO to reflect the requirements of the NID (gender perspectives).
- (3) Review and revise the gender analysis and coordinate up and down.
- (4) Contribute to the SPG and the development of the CONOPS Main Body and the development of the Mission and Objectives of subordinates as required.
- (5) Draft input for Gender Annex and Appendices.
- (6) Liaise with subordinates about detail of SPD, content of strategic gender annex and appendices , operational illustrative SOR (focus on gender resource requirements), potential Operational Liaison and Reconnaissance Team (OLRT) tasks, liaison matrix (both levels) and draft operational level CONOPS.
- (7) Analyse and act on, where necessary, any Operational level identified, gender related, Complimentary Non-Military Actions.
- (8) Develop own Measures of Effectiveness (MOEs) and Measures of Performance (MOPs) and review Operational level, gender related, POEs and MOPs as well as any gender perspectives of the assessment and reporting concepts being developed.
- (9) Interact with Force Generation and HRM about potential gender resource requirements and keep SRWPS informed.
- (10) Incorporate Gender related legal aspects in the legal annexes of the OPLAN to include ROE annex.

b. **Phase 48 – Strategic OPLAN Development.** As well as the completion of the all-important gender Annex and Appendices and the final coordination of both OPLANs, resourcing and reporting will become important issues. Important for resourcing will be the effective prioritisation of gender resources and for reporting that the reporting mechanisms put in place at the Strategic and Operational levels reflect the needs of the NAC and Nations¹.

- (1) Refine Appendices and Annexes.
- (2) Develop a clear understanding of the gender reporting requirements of the NAC and Nations and ensure this is reflected in the gender annex and coordinated with the Operational level.
- (3) Support development of other strategic annexes to ensure common gender perspective.
- (4) Support the development of Operational Level gender annexes and appendices.
- (5) Monitor and prioritise the availability of gender resources.
- (6) Contribute the Force Generation Process.

¹ In principle gender should be part of the standard reporting procedures for the operation but there may be occasions when there is a requirement for gender specific reporting.

(7) Liaise with the SRWPS and GTF and (where authorised) nations on the availability of gender resources.

(8) Review all gender-related job descriptions for the operation in association with J1.

(9) Comment on Operational level CONOPS and OPLAN from gender perspective.

7. **Phase 5 – Execution.** The GENAD's role now transitions into one of monitoring and reporting and in relation to any necessary adjustments to the plan one of review, liaison and reallocation of gender resources.

a. Contribute to the conduct of the operation.

b. Provide gender monthly reports to the Command Group.

c. Use output from the "Strategic Dash Board" to adjust gender-related actions or activities during execution or as part of a revision of the plan.

d. Contribute to CCOMC morning updates and the development and maintenance of the "Strategic Dash Board".

e. Report to the Military Committee (timing normally defined in the NAC Execution Directive (NED)).

f. Contribute to the development of the Periodic Mission Review (PMR).

g. Monitor execution of operation through gender network both NATO and international and regular coordination meetings.

h. Review and analyse subordinate reports.

i. Plan transition in coordination with superior and subordinates and as authorised with external agencies.

j. Initiate lessons identified regarding gender specific issues in accordance with lessons identified process for the operation.

k. Support gender training requirements for rotation of forces and integrate gender training lessons.

8. **Phase 6 – Transition.** Key role in transition at the strategic level will be to ensure that while the gender perspectives of the transition plan are effectively executed, the process to ensure the capture of lessons learned and historical data is also properly conducted.

a. Monitor and where necessary contribute to transition activities.

b. Support the Operational level with the transition of tasks to external organisations.

c. Codify gender training lessons.

d. Contribute to gender historic archive for operation.

e. Contribute to any report on the operation.

GENDER PLANNING- OPERATIONAL LEVEL- JOINT FORCE COMMAND

INTRODUCTION

1. The planning process is conducted at all levels and in close cooperation with superiors and subordinates. The COPD lays out each of the stages and the operational level format is used below. Outlined under each phase are the sorts of gender related actions and activities considered, and where appropriate, implemented by the Gender Advisor (GENAD), Gender Focal Point (GFP) and operational level planners. One or more GENADs from the tactical level may also contribute to the operational planning process especially during execution and transition.
2. The GENAD/GFP, although supported by the Core Planning Team (CPT) and possible additional GFPs, will participate as part of the Operational Planning Team (OPT). To contribute effectively, the GENAD/GFP will require to be trained in both the operations planning process and its supporting tools (i.e. TOPFAS).

THE OPERATIONAL LEVEL PHASES

3. **Phase¹ 1 – Initial Situational Awareness.** The aim at this stage is to develop a broad understanding of the potential operating environment (i.e. state, government, population, economic, demographics, social, rule of law and political) applying a gender perspective. Dependent on time, the initial gender focus will be on what is, at least, perceived as the most critical gender area in the environment (will then broaden to encompass all perspectives of gender).
 - a. Based on triggers from own COM Update, look at gender perspectives of potential or developing crises through initiation of Gender Analysis process. This activity will continue throughout the planning process, execution and transition.
 - b. RFis to J2 (internal at this stage only).
 - c. Liaise with J5 (and react to requests).
 - d. Input to any intelligence preparation of the Operational Environment (OE).
 - e. Support any systems analysis and actor identification work ongoing in the Joint Operations Planning Group (JOPG).
 - f. Input to Comprehensive Preparation of the Operational Environment (CPOE) and Theatre Civil Assessment (TCA) when initiated and consider threats and risks.
 - g. Liaise with ACO Gender Advisor.

¹ The Phases here are the Operational Level "Phases" of the NATO Crisis Management Process as articulated in the NATO Crisis Response System Manual (NCRSM). The actions or activities related to each Phase are potential gender related considerations and do not necessarily describe the actions or activities of others in the Operational HQ during the development of a crisis. All actions or activities would be situational dependant and are focused at internal actions, interaction with SHAPE and interaction with the tactical level.

- h. Liaise with gender related civilian organisations and share information if authorised.
- i. Identify any potentially useful Crisis Response Measures (CRMs).

4. **Phase 2 – Operational Appreciation of the Strategic Environment.** The aim to broaden own understanding of the gender perspectives operating environment, integrate into the JOPG, support the operational commander (through the Chief of Staff) and understand and support the ACO Gender Advisor (GENAD) in the development of SACEUR's Strategic Assessment (SSA) and the Military Response Options (MROs):

- a. Early view and comment contribute to ACO GENAD draft input for SSA.
- b. Early view and comment contribute to ACO GENAD draft input for MROs with a focus on implications of options from a gender perspective and the required Complimentary non-Military Actions necessary for the success of each of the MROs.
- c. Influence and help orientate elements of Draft Planning Guidance from SHAPE that address or are affected by gender (through ACO GENAD and possibly through the "Operational Advice" provided on the MROs by the operational level).
- d. Develop a "potential" theatre gender analysis at the operational level (primarily land focused) and provide key points to the operational staff.
- e. If subordinate(s) identified share gender related information with GFP/GENAD if authorised.
- f. Liaise with gender-related civilian organisations and share information if authorised.
- g. Identify potential gender related threats such as Conflict Related Sexual and Gender Based Violence (CRSGBV), organised crime, human trafficking and environmental threats. This information should be used in Phases 3 and 4 from factor analysis to reporting.

5. **Phase 3 – Operational Estimate.** The GENAD's aim is to be fully involved in the development of the operational estimate. The breadth of potential contribution identified below means that though the GENAD may be asked to support one individual planning team within the JOPG, there will be times when the GENAD will need to provide input to multiple teams that are addressing different elements/options of the same crisis. It is here that GFPs, if available, will provide invaluable support.

a. **Phase 3A – Mission Analysis.** The GENAD needs to have gone through a "Gender Analysis" process prior to this phase so that they are in a position to contribute to all aspects of Mission Analysis. What comes out of interaction with other planners may well lead to changes and adjustments to the GENAD's "Gender Analysis" which should be considered a natural evolution.

- (1) Synchronise operational gender understanding with ACO GENAD.
- (2) Clarification of any gender related guidance in Strategic Planning Directive (SPD) if required.
- (3) Identify and address any gender-related perspectives in Commander's Planning Guidance.

- (4) Review and input as required to Warning Order to subordinates.
- (5) Identify gender perspectives to be considered/addressed by the Operational Liaison and Reconnaissance Team (OLRT).
- (6) Identify and bring forward any appropriate gender lessons learned.
- (7) Contribute to the Planning Group's understanding of the operating environment.
- (8) Conduct own analysis of the given Mission and Objectives.
- (9) Identify gender related factors and analyse them in accordance with COPD processes and use, as appropriate, the Gender Analysis Tool² at Annex F to this Enclosure. Ensure any key gender factors are submitted to the JOPG and support all factor analysis by the JOPG.
- (10) Consider the potential of the active inclusion of local women in conflict resolution and peace building.
- (11) Contribute to Centre of Gravity Analysis.
- (12) Support identification of Critical Operational Requirements (incl. information and Preconditions for Success).
- (13) Identify interaction requirements with relevant IOs/NGOs and national Actors.
- (14) Support the development of the Operational Design (incl. Operational Framework and conditions). A focus should be considered on:
 - (a) **Effects and actions.** Changes in the system state produced by actions will invariably have an impact on gender and the development of gender related Measures of Effectiveness (MOEs) to compliment the effects must be initiated now and developed throughout Phases 3A and 38.
 - (b) **Complimentary Non-Military Actions.** These actions, conducted by others, are necessary to the successful completion of the mission and will invariably involve the International Community. The GENAD needs to contribute to the development of the Complimentary non-Military Actions as they provide other potential contributors to address gender where it is relevant to the mission.
- (15) Contribute to the development of the Full CIMIC Estimate (FCE).
- (16) Contribute to the development of the Initial Force Estimate. Consider at this early stage issues such as tactical level GENAD, the gender composition of the force.
- (17) Contribute to the decision that identifies the actor systems to be influenced and gain an understanding of why and how.

² If this tool is used by GENADs at all levels it will assist mutual understanding, commonality and transparency.

- (18) Contribute to the development of the Operational Planning Guidance (OPG) (consideration to be given to the necessity of a gender paragraph).
- (19) Continue liaison with subordinate GENAD/GFP (any direct gender reference in the OPG should not come as a surprise to any subordinate).
- (20) Review any gender related CRMs.
- (21) Attend and be prepared to provide gender related advice at the Mission Analysis Brief (Consider a gender slide).
- (22) Ensure the request list to SHAPE includes any outstanding gender related actions as appropriate.

b. **Phase 38 – COA Development.** With a comprehensive understanding of the mission, the commander's intent and the direction of the planning the GENAD must now look to ensure that all the COAs are developed integrating a gender perspective whilst identifying the contribution to the Operational Effects and Decisive Conditions in the Operational Design. Even the most kinetic of COAs needs to consider gender.

- (1) Synchronise operational gender understanding with ACO GENAD.
- (2) Support subordinates' (GENAD/GFP) understanding of the planning guidance.
- (3) Develop an understanding of the potential gender structure of the forces available for the operation under planning (liaison with SHAPE essential).
- (4) Contribute to all Courses of Action (COAs):
 - (a) Review effects and actions (gender perspective). Advise on any relevant impact.
 - (b) Help identify Complimentary Non-Military Actions.
 - (c) Contribute to identification of advantages and disadvantages of each COA.
 - (d) Support Troop to Action analysis.
- (5) Participate in COA analysis, COA comparison and risk identification as well as the wargame.
- (6) Contribute to Commander's Critical Information Requirement (CCIRs).
- (7) Support the development of MOEs and Measures of Performance (MOP) throughout this phase.
- (8) Contribute to the development of the Operational Planning Directive (OPD) (consideration to be given to the necessity of a gender paragraph).
- (9) Continue liaison with subordinate GENAD/GFPs (any direct gender reference in the OPD should not come as a surprise to any subordinate).

6. **Phase 4 – Operational Plan Development.** At this time, the GENAD needs to have a comprehensive understanding of the key gender perspectives relating to the selected COA

and ensure that these are properly reflected in the CONOPS and OPLAN. This will rarely be limited to a "Gender" paragraph in the Main Body and Gender Annexes and Appendices, more likely gender will suffuse the plan and therefore other specialist areas may need gender advice in the development of elements of the Main Body (i.e. Coordinating Instructions) and individual annexes:

a. **Phase 4A – CONOPS Development**

- (1) Synchronise operational gender understanding with SHAPE GENAD.
- (2) Support subordinates' (GENAD/GFP) understanding of Operational Planning Directive.
- (3) Develop a gender paragraph for the CONOPS and be prepared to develop an annex.
- (4) Support development of all Coordinating Instructions for the CONOPS (i.e. Force Protection, targeting, StratCom, civil engagement).
- (5) Be prepared to influence and advise on ROE and develop an understanding of them.
- (6) Understand and contribute to the development of the Operations Assessment concept. This relates back to Phase 3 and the development of effects, actions and MOEs/MOPs.
- (7) Ensure appropriate gender presence in the C2 and reporting chains.
- (8) Contribute to the development of the Operational Requirements (incl. CJSOR, TCSOR, Manpower SOR).
- (9) Contribute to the development of the Reporting Concept.
- (10) Reporting⁴ :
 - (a) Ensure gender is not stove-piped in the reporting process but is an integral measurable part of the whole.
 - (b) Make sure that there are sharing mechanisms between NATO and civilian organisations.
 - (c) Make sure that there is effective reporting regarding UNSCR 1325 and associated related resolutions.

³ In principle gender should be part of the standard reporting procedures for the operation but there may be occasions when there is a requirement for gender specific reporting.

⁴ The following list of topics can be considered when developing the reporting requirement (will continue into Phase 48);

- o How does the security situation affect men, women, boys and girls differently?
- o What risks similar and/or different do men, women, boys and girls face?
- o What are the differences in vulnerability of these groups?
- o Are men, women, boys and girls security issues known and are they being met?
- o What role do women play in any of the security or related institutions?
- o What roles do men and women play in the different parts of the society(ies)?
- o Does the selection and interaction between local power holders and the operation affect women's ability to participate in the society?
- o Gender disaggregated data on: (e.g.) political participation, education, refugees, prisoners, health, gender based violence etc.

(11) Be prepared to contribute to identification of relevant CRMs and advise on timing to implement.

(12) Review gender perspectives of subordinate CONOPS (when available).

b. **Phase 48- OPLAN Development**

(1) Review Gender Analysis to ensure it remains appropriate and up to date.

(2) Synchronise operational gender understanding with AGO GENAD.

(3) Support subordinates' (GENAD/GFP) understanding of the CONOPS and draft OPLAN as it develops (gender perspectives).

(4) Develop a gender paragraph for the OPLAN normally based on the CONOPS.

(5) Prepare Gender Annexes and Appendices and coordinate this with subordinates.

(6) Monitor the Force Generation process and be prepared to adapt and adjust gender elements of the plan depending on resource availability.

(7) Contribute to deployment planning of gender related resources through the AMCC staff, force generation representatives and ACO GENAD.

(8) Develop an understanding of the legal agreement developed for Host Nation(s).

(9) Participate in the planning for the employment of forces. Focus on: targeting, StratCom, Information Strategy and possible cooperation with National and International Actors.

(10) Understand the C2 structure and be prepared to contribute to the development of the liaison structure.

(11) Contribute to the Operations Assessment development.

(12) Contribute to the planning of force preparation (i.e. pre-deployment training) and ensure training includes gender awareness instruction as a minimum.

(13) Continue to participate in force deployment planning.

(14) Consider advising SHAPE to look for NATO HQ if critical enabling/capability shortfalls exist in generating the force.

(15) Develop an understanding of the Force Protection Plan and how it might impact on gender related actions and activities.

7. **Phase 5 – Execution.** Early in the execution phase there will be the need to ensure that the gender elements of the plan are clearly understood by the J3 staff who takes responsibility for execution from J5. There is the continuous need to review the initial Gender Analysis and update it. Perhaps most important is the need to monitor and match gender resources to tasks and to report progress:

- a. Synchronise and coordinate with AGO GENAD and subordinates.
- b. Source additional gender requirements.
- c. Contribute to the assessment of the operation (incl. relevance of current plans).
- d. Ensure reporting system in place and effective.
- e. Support civ-mil interaction
- f. Brief as required in the Situational Awareness Briefing.
- g. Participate in Joint Assessment Board and Working Group.
- h. Participate in Joint Coordination Board.
- i. Be prepared to contribute to the Operational Estimate.
- j. Contribute to ad hoc and transition planning.
 - (1) Understand the civilian long term agenda.
 - (2) Provide considered gender advice on long term tasks and actions that are not self-sustaining or easily transferrable after transition.
- k. Advise Commander and COS.

8. **Phase 6 – Transition.** Focus will be on the smooth transition of the gender actions and projects to the host nation(s) or others to ensure the benefits are not lost:

- a. Synchronise and coordinate with AGO GENAD and subordinates.
- b. Source additional gender requirements.
- c. Coordinate with authorised IO and NGOs for transition actions.
- d. Coordinate with HN for transition actions.
- e. Coordinate with any Follow on Force.
- f. Contribute to the assessment of the operation.
- g. Contribute to the Lessons Learned process.

TACTICAL LEVEL GENDER PLANNING CONSIDERATIONS- COMPONENT COMMAND

BACKGROUND

1. It is important for the operational level GENAD/GFP to understand how the GENAD at the tactical level thinks and operates in order to provide effective mutual support with the operational level. The GENAD operating at the tactical level will interact with the Command Group and all Functional J/G/A/M areas. Key will be to exploit all opportunities to develop a good working relationship and to cultivate a broad understanding of the gender perspective within the organisation. This could take place prior to the operation during build-up training, other preparation and the operation. The relationship with the Commander and Chief of Staff (COS) will underpin the success of the GENAD at the tactical level.

IN ANTICIPATION OF AN OPERATION

2. Immediately on being given the task of deploying with a tactical formation, the GENAD will ideally join the force during its pre-deployment training and preparation activities. The GENAD will look to participate in the training and be a training provider using the skills and knowledge learnt during specialist gender training. If the opportunity exists to contribute in the tactical level planning before or during the operation, then the GENAD will look to participate. One of the first messages the GENAD will try to get across to the staff and force is that everyone needs to support and contribute in both planning and execution and this will require a basic understanding. This understanding will contribute to the force's comprehension of the operating environment and therefore to the success of the mission. When the tactical force believes that the GENAD is an enabler and a positive contributor to the achievement of the operational and tactical objectives, this will support the integration of the GENAD and gender perspective into the force.

CONSIDERATIONS

3. The following outlines the types of considerations, at the tactical level, the GENAD might raise with the J/G areas of the staff and force¹. This is not and cannot ever be an exhaustive list as every operation is uniquely based on mandate and the operational environment and therefore will require its own plan for integration of the gender perspective. The GENAD will decide, and present to the respective Commander, how and when to contribute based on his/her assessment of the force and its mission and his/her own understanding of the operating environment.

¹ Thus this is not a check list.

Serial	J/G/AIM Area	Consideration
1.	1 Manning	Does the force have a GENAD or GFPs?
2.	1 Manning	Does the force have sufficiently trained personnel to conduct the following potential military tasks: <ul style="list-style-type: none"> ● Searching women and children. ● Interpreting for women or women's groups. ● Providing medical care to women and children. ● Engaging with women, men, girls and boys. ● Engaging with mixed gender groups. ● Responding to incidents involving Conflict Related Sexual or Gender Based Violence (CRSGBV). Is it necessary to issue guidelines to the force addressing these issues?
3.	1 Standards of Behaviour	Are all members of the force aware of standards of behaviour towards the local population and within the mission, including Sexual Exploitation and Abuse (SEA)?
4.	1 Standards of Behaviour	Have orders been issued to the force placing brothels and prostitutes out of bounds as well as zero tolerance to sexual exploitation?
5.	2 Human Terrain	Is there a requirement for and availability of women interpreters and handlers?
6.	2 Human Terrain	Is there a clear recognition of the need to engage with all genders to develop HUMINT and Counter Intelligence?
7.	2 Human Terrain	Is there a requirement for trained women intelligence personnel and are they trained?
8.	2 Human Terrain	Consideration of the requirement to employ local women to help conduct background checks on selection for local militia, police force or security.
9.	3 Joint Effects and Info Activities	Develop liaison with international organisations, host nation government institutions and civil society which addresses gender perspective.
10.	3 Joint Effects and Info Activities	Develop liaison with local security forces which addresses women's' role in society and security force structure.
11.	3 Joint Effects and Info Activities	Is there a clear understanding of the role of the women in the society and family?
12.	3 Joint Effects and Info Activities	Is there an understanding of when and how to work around cultural traditions that place the woman in the private sphere only?
13.	3 Joint Effects and Info Activities	Understanding of the fact that human rights of individuals are more important than cultural customs/traditions which can subjugate women and can violate children?

14.	3 Joint Effects and Info Activities	Info Ops to consider deliberately influencing women.
15.	3 Joint Effects and Info Activities	Key Leader Engagement to consider women as well as men.
16.	3 Patrolling	Requirement for Engagement teams to be mixed or women only to: <ul style="list-style-type: none"> ● Act as searchers. ● Moderate male behaviour. ● Reduce tension and create less hostile environment. ● Engage with all genders. Is there a need to understand and map the different movement patterns of men, women, girls and boys (i.e. for demining activities)? Also see Serial 40 below.
17.	4 Contracts	Ensure gender neutral opportunities for contracting and commercial activities.
18.	4 Contracts	Consider local women's markets for contractors.
19.	4 Contracts	Ensure selected contactor/s respect NATO standards of behaviour and treat staff appropriately.
20.	4 Contracts	Ensure women employed on camp/base are treated with dignity and respect.
21.	4 Medical	Ensure women medics are included in the force.
22.	4 Medical	Ensure medics are trained in outreach programmes in support of information activities.
23.	4 Medical	Ensure medical staff are trained to respond to victims of CRSGBV.
24.	4 Medical	Ensure medics can provide and use rape kits.
25.	4 Military Police	MPs aware of and alert to the signs of CRSGBV.
26.	4 Military Police	MPs are able to understand the reporting procedures for incidents of abuse (e.g. rape).
27.	4 Military Police	MPs understand their powers of detention concerning CRSGBV.
28.	4 Military Police	MPs know and have access to all agencies operating in the conflict area that can support rape survivors.
29.	4 Military Police	MPs understand International Criminal Court reporting requirement and rules of evidence where rape has been used as a weapon of war and other gender related war crimes.
30.	5 Planning	Ensure planning team have sufficient training.

31.	5 Disarmament, Demobilisation and Reintegration (DDR)	Ensure the differing roles of men, women, girls and boys are considered when planning and conducting DDR.
32.	5 DDR	Ensure women soldiers and child combatants are included in DDR planning and programmes (i.e. housing/education/ work opportunities).
33.	5 DDR	Consider the use of women service personnel (interviewers/interpreters) to address women combatants. All DDR engagements and initiatives to be based on a gender analysis.
34.	5 SFA	Consider inclusion of women in recruiting and training initiatives. ²
35.	5 SFA	Consider use of women soldiers and officers for training of local women where cultural constraints apply.
36.	5 SFA	Consider use of both men and women as interpreters.
37.	5 SFA	Ensure there is safe environment for women and children.
38.	5 Post Conflict Negotiations	Plan the inclusion of local women in negotiations, political agreements and peace talks.
39.	5 Internal Displaced Persons and Refugees	When designing and planning camps ensure differing needs of men, women and children are considered.
40.	5 Internal Displaced Persons and Refugees	Consider planning "social" patrolling to coincide with population dynamics related to women and children participation in social, economic and political tasks (i.e. wood and water collection, travel to and from school, income generating activities).
41.	5 Internal Displaced Persons and Refugees	Liaise with any separate "camp" security.
42.	5 Internal Displaced Persons and Refugees	Plan to provide secure environments for construction and operation of camps.
43.	7 Training	Conduct gender perspective training before and during operation at all levels.
44.	7 Training	Conduct training on Rule of Law, Human Rights, consider requirement for briefings on CRSGBV and the differing gender roles and needs.

² Based on a proper analysis of gender dimensions avoiding stereotypes and assumptions of norms.

45.	8 Budgets	Ensure appropriate funding available for gender balanced educational and employment opportunities.
46.	9 CIMIC	Ensure that liaison and engagement with state actors and other actors includes groups representing women's equal participation, security and, human rights empowerment etc.
47.	9 CIMIC	Consider projects supporting women's security, safety, and rights as well as their social, political and economic development.
48.	9 CIMIC	Establish liaison and links as early as possible with organisations that respond to CRSGBV, women's security, safety and human rights also social, political and economic development and any other gender dimensions related to the mission's mandate.
49.	All	Update or write new Standard Operating Procedures (SOPs) and Tactics, Techniques and Procedures (TTPs) in order to address the gender perspective.

CONSIDERATIONS FOR THE GENDER ANNEX AND APPENDICES

- REFERENCES:
- A. Bi-Strategic Command Directive (BI-SCD) 040-001 dated 08 August 2012.
 - B. P0(2010)0169, The Alliance's Strategic Concept, dated 19 November 2010.
 - C. DPKO/DFS Guidelines Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations dated March 2010.
 - D. Protection of Civilians: Implementing Guidelines for Military Components of UN Peacekeeping Missions dated February 2015.
 - E. Allied Command Operations Comprehensive Operations Planning Directive Interim Version 2.0 (COPD V 2.0), dated 04 October 2013.

INTRODUCTION

1. The advice and guidance below relates to the development of the gender annexes and appendices at all levels and so is more generic than the advice for each planning level. As always the driver for the development for the annex lies with an analysis of the mission from the gender perspective. Your baseline policy comes from Reference A which is underwritten by Reference B and should be used to guide your thinking and annex development. References C and D offer broader UN guidance on integrating gender perspective into military operations and the protection of civilians and can be considered to help develop annexes where relevant to the mission.
2. As well as developing the gender annex and its appendices it will be equally, if not more important, to ensure that the Main Body and the other annexes of the CONOPS/OPLAN properly reflect the gender perspective. Other annexes where gender input can be expected will include (where developed): CONOPS, Task Org, Forces and Effects, Intelligence, ROE, EW, CIS, Civil-Military Cooperation, Conflict Termination, Training, Financial, Force Procedures, Targeting, CRMs, Analytical Support, Lessons Learned, Human Trafficking, Knowledge Development, Operations Assessment, MP, Medical, StratCom, PA, 10 and Psy Ops.
3. When developing the annexes and appendices avoid repeating what is elsewhere in the plan or other annexes, refer to it and provide more detail from a gender perspective if necessary.

ANNEX RR GENDER PERSPECTIVE – MAIN BODY

4. **Layout.** The standard layout of the Main Body of the Gender Annex is outlined at Appendix 1.

APPENDICES:

1. Annex RR- Gender Perspective.
2. Appendix 1 to Annex RR- Conflict Related Sexual and Gender Based Violence (CRSGBV).
3. Appendix 2 to Annex RR- Monitoring and Reporting.
4. Appendix 3 to Annex RR- NATO Standards of Behaviour.

ANNEX RR-GENDER PERSPECTIVE

REFERENCES: A

SITUATION

MISSION

EXECUTION

1. **Commanders intent**
2. **Conduct of Operations**
 - a. **General**
 - (1) Phase 1: xxx
 - (2) Phase 2: xxx
 - (3) Phase 3: xxx

3. Tasks

The Force Commander's tasks to all commands, by phase;

4. Co-ordinating Instructions

SERVICE SUPPORT

COMMAND AND SIGNAL

5. **Content.** The key issues to bear in mind are:
 - a. Analyse the CONOPS/OPLAN of higher.
 - b. Expand on the gender perspective of the Commander's Intent (from your own CONOPS/Main Body) and provide your own perspective (cleared with the Head Planner).
 - c. Ensure any gender related tasks (including any Be Prepared To (BPT) are highlighted and related resource requirements addressed/considered.
 - d. Ensure any dedicated gender resources are properly tasked and given sufficient guidance to complete those tasks.
 - e. Ensure any Key gender related tasks and effects are reflected in Annex C of the OPLAN.
 - f. Ensure any authorised gender related liaison is resourced and addressed.
 - g. Identify potential future requirements for gender related liaison.

- h. Address the identification and tasking of any GFPs on the staff.
- i. Address Training issues under Coordinating Instructions.
- j. Consider inclusion of reference to National Action Plans for the implementation of UNSCR 1325 where relevant.
- k. Consider a detailed explanation of gender focused UNSCRs.
- l. List of gender related IOs/NGOs already in theatre (if not referenced elsewhere i.e. Liaison Matrix).

APPENDIX 1 TO ANNEX RR – CONFLICT RELATED SEXUAL AND GENDER BASED VIOLENCE (CRSGBV)

1. **Background.** Any analysis of CRSGBV must be based on the particular context, using unbiased information, comprehensive and balanced evidence/information gathering processes and the avoidance of assumptions. This unbiased information-gathering and analysis is vital to identify causes and preventative action.

2. **Addressing CRSGBV.** Where CRSGBV exists it can be as a consequence of conflict or it can be a deliberate tactic invariably employed in order to achieve a broader objective often to dominate destabilise and subdue an opposing population. Not only is SGBV illegal but its effects can set back the social and societal development of the subject nation or people¹. This can lead to an extension of the conflict and will make a stable peace process and effective nation building significantly more difficult to achieve. As such CRSGBV needs to be identified, countered and defeated in the same way as other military threats.

3. In the development of the appendix it may be useful to conduct the analysis asking yourself the following questions. Is CRSGBV:

- a. A strategy of warfare?
- b. A strategy within armed groups?
- c. A result of breakdown of public order?

And then consider how they should be addressed.

4. In the development of this appendix it is important to understand and apply the definitions on which you will analyse the operations environment:

a. Reference A currently defines sexual violence as follows " Sexual violence is when the perpetrator commits an act of a sexual nature against one or more persons or cause such person or persons to engage in an act of sexual nature by force, or by threat of force or coercion, such as that caused by fear of violence, duress, detention, psychological oppression or abuse of power, against such person or persons or another person, or by taking advantage of a coercive environment or such person's or persons' incapacity to give genuine consent." ²

b. NATO also recognises in Reference A that "women, girls and boys are potentially more vulnerable to threats, intimidation and assaults during armed conflict including sexual and gender based violence and sexual exploitation and abuse".

¹ Developed societies can be more vulnerable to SGBV as they are used to a high level of law and order and civil protection. The shock of the loss of order, structure, security and good living standards being replaced by violence and uncertainty can easily lead to, or be exacerbated by, SGBV leading to a more rapid collapse of the society.

² In the Report of the Secretary-General pursuant to Security Council resolution 1820 it is stated: "In a number of contemporary conflicts, sexual violence has taken on particularly brutal dimensions, sometimes as a means of pursuing military, political, social and economic objectives."

c. Reference A does not provide a definition of GBV but a commonly accepted definition from "UNIFEM 2007" (now "UN Women") states that: "GBV can be defined as violence involving men and women, in which the female is usually the victim and which arises from unequal power relationships between women and men".

5. **Developing the Content of the Annex**

a. **Types of Sexual Violence.** Focus here should normally be on Conflict Related Sexual and Gender Based Violence (CRSGBV)³ which is described in UN terms as Sexual Violence with a direct or indirect (temporal, geographical or causal) link to a conflict.: Examples of what elements of CRSGBV might need to be addressed include:

- (1) Rape.
- (2) Forced prostitution.
- (3) Trafficking in persons.
- (4) Abductions- sexual slavery.
- (5) Harmful Traditional Practices- FGM, early/forced marriage, honour killing.
- (6) Forced sterilization, enforced pregnancy.
- (7) Mutilation of sexual organs.
- (8) Inappropriate medical examinations.
- (9) Indecent assault.
- (10) Strip searching.

b. Possible military tasks and actions to combat/prevent/address CRSGBV⁴:

- (1) Preventive Physical Protection: Armed Patrols and Escorts.
- (2) Joint Protection Teams (JPTs).
- (3) Quick Impact Projects (QIPs).
- (4) Deterrent Tasks, Including through Visible Presence.
- (5) Cordon-and-Search Operations.
- (6) Community Liaison.
- (7) Securing the Environment for Delivery of Humanitarian Aid.
- (8) Gender-Sensitive Camp Design and Management.

³ Though this guidance focuses on CRSGBV all of the following are commonly used terms and may be used and be relevant in analysis and operations: Violence against Women (VAW), Gender-based Violence (GBV), Sexual and Gender-based Violence (SGBV) and Conflict Related Sexual Violence (CRSV).

⁴ Taken from: Addressing Conflict Related Sexual Violence -An Analytical Inventory of Peacekeeping Practice (Second Edition Oct 12). A UN Women and UN DPKO product. This document develops ideas around the organisational actions and military tasks outlined in these 2 sub paragraphs (8.b, 8.c).

- (9) Public Information: Monitoring, Reporting, Behavioural Change Communication.
- (10) Reviving the Political Process: Electoral Security for Women.
- (11) Restoring Rule of Law: Fostering Gender Justice.
- (12) Gender-Sensitive DDR/Demilitarization and Ceasefire Monitoring.
- (13) Gender-Sensitive Justice and Security Sector Reform.
- (14) Non-combatant Evacuation Operations.
- (15) Counter Human Trafficking Operations.
- (16) Ensuring women in detention are correctly treated.

c. **Potential Organisational Actions to Combat Sexual Violence**

- (1) Good leadership backed by strong C2 structure.
- (2) Integrating effective responses to sexual violence in to the planning and execution.
- (3) Understanding the links between sexual violence and the restoration of peace and security.
- (4) Willingness and wherewithal to patrol and operate in unconventional space.
- (5) Consultation with all segments of the community.
- (6) Incentives that recognize and reward successful initiatives to combat sexual violence.
- (7) Training of Medics and MPs in response to survivors of rape.
- (8) Effective coordination between military and other protection stakeholders.
- (9) Operational scenario-based pre-deployment and in-mission/refresher training.
- (10) Role-modelling and capacity-building to help leave a legacy of security for women and girls.
- (11) Gender balance in force generation and deployment.
- (12) Gender awareness training programmes for the force based on UNSCR 1325 and related resolutions.
- (13) Development of a sustainable internal and external complaints system.
- (14) Effective development of SOPs, TTPs and FRAGOs.

APPENDIX 2 TO ANNEX RR- MONITORING AND REPORTING

1. **General.** Monitoring and Reporting are key elements to ensure that the implications, effects and unintended effects of our/others actions (and inactions) are properly recorded to allow remedial action to be taken and lessons to be learnt. From a gender perspective Reference A highlights "that the concerns and experiences of women and men are taken into account in the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres".
2. **Fused and Standalone Reporting.** Reporting of the gender perspective should not normally be standalone. If essential then this would require dedicated resources and its results would then have to be retrospectively fused with others. Rather where possible the gender perspective should be embedded in to the overall force monitoring and reporting system (thus complementing the gender mainstreaming concept). Much of the time this will be able to be achieved by looking at the existing system and ensuring that the questions and analysis on which the system is based reflects the gender perspective. This may be able to be enabled through simple actions such as replacing terms such as "people", "population" with "men, women and children". Annex D of Reference A provides a list of questions that should be considered when developing and designing a reporting process to include the gender perspective. Key will be to identify and elaborate differences in security risks facing women and men in reporting activities, and to report on trends relating to incidences of sexual violence against women and girls where they occur.
3. **UNSCR 1325.** At the same time as considering the mission parameters it will be important to ensure effective reporting and monitoring mechanisms regarding UNSCR 1325 and related resolutions. To this end liaison with other national and international organisations that are monitoring the gender perspective (directly or indirectly) must be considered and when authorised data exchanged.
4. In addition to regular reporting procedures, reports may also include oral briefings, progress reports, or thematic reports. In Periodic Mission Reviews (PMRs), gender should be specifically addressed.
5. **Oversight.** The development of a system of gender related oversight and accountability needs to be enabled as early as possible during the operation.
6. **Measures of Performance.** Chapter 5 of Reference E
7. **Measures of Effectiveness**
8. **Other Monitoring and Reporting Considerations**
 - a. Analysis of the operational value of having a diverse (from a gender standpoint) military presence in PMRs.
 - b. Use of sex-disaggregated data in all reporting requirements (to take in to account child soldiers if appropriate).
 - c. Consultation with local women and women's organizations as part of information-gathering activities to construct a comprehensive overview of the security situation.

- d. Consult with women and consider inviting them to contribute to the establishment of verification mechanisms and joint monitoring commissions.
- e. To help ensure monitoring and reporting reflects the gender perspective consider:
 - (1) Employing joint assessment teams to define patrolling routes, in consultation with local women, to ensure that routes popular with women are effectively monitored, reported on and also accorded adequate priority.
 - (2) Deploy mixed teams of military personnel for monitoring and verification activities.
 - (3) Deploy female uniformed personnel to support collection and dissemination of non-sensitive information on military activities that specifically target local women.
 - (4) Include female interpreters in groups of local interpreters recruited to balance and strengthen communication and reporting.
 - (5) Use mixed teams of military investigators to enhance monitoring and interaction with the local population.
 - (6) Create mapping for specific gender related incidents.

APPENDIX 3 TO ANNEX RR- NATO STANDARDS OF BEHAVIOUR

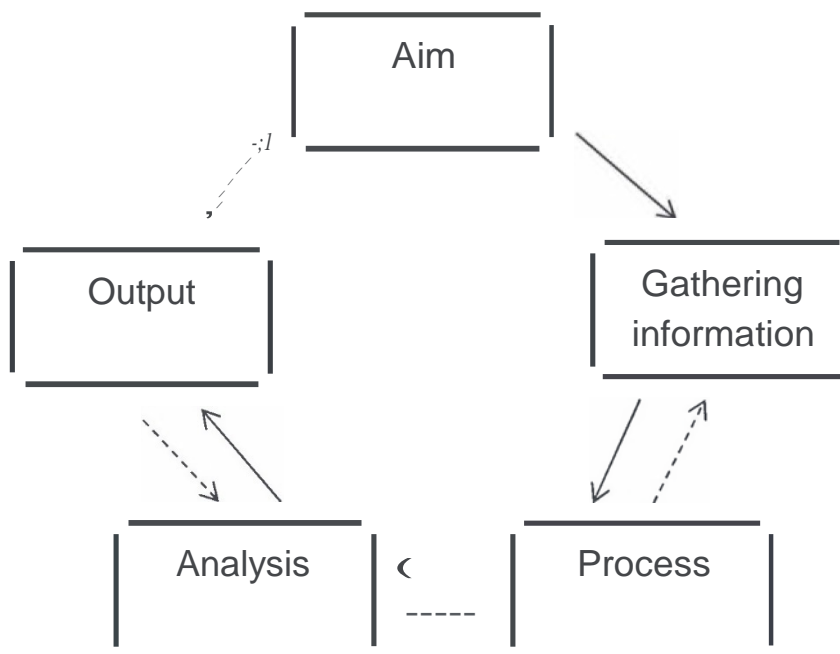
1. Annex B of Reference A provides excellent guidance for the development of this appendix at the strategic military level. Clearly the appendix must be mission focused and specific and the lower the level the more detailed the direction and guidance on standards of behaviour will have to be.
2. The appendix should consider providing input to pre-deployment training of all troops to help ensure a common standard of behaviour in the force.
3. Many of the organisational actions identified in Paragraph 9.c. above will be applicable to ensure maintenance of standards of behaviour in the NATO force.

GENDER ANALYSIS TOOL

INTRODUCTION

1. The following diagram outlines a simple analysis tool available for use by GENADs and GFPs. It can be used at any level and at any time during the planning process. It can be applied to complex tasks given to the gender staff or used as a simple mind clearing tool to prepare a gender staff member for a verbal briefing. It can be developed in written or diagrammatic form and can provide a clear logical explanation in the development of a specific issue or a broader gender perspective.

CONDUCTING A GENDER ANALYSIS



USING THE TOOL

2. To make sure that the gender analysis is thorough and comprehensive, the user can follow the guide below:

a. **Identify the Aim.** The aim of the gender analysis is key and orientates the whole analysis work. At the core is always its relevance to the planned/ongoing NATO mission. This could be an identified task or an assumed task. The output of a gender analysis can result in a revised aim for a new or reviewed gender analysis.

b. **Gathering information.** Information to a gender analysis could come from, for example: J2/G2-J5/G5, recce reports, books/articles, previous gender analysis, UN/EU/NATO and other IOs, NGOs and in theatre sources.

c. **Process.** The information gathered must be processed to assess quality and relevance to the gender analysis. Here is where the factors relevant to the aim are identified as well as any shortfalls in information.

d. **Analysis.** This is the process of analysing information relevant to the aim and drawing conclusions based on this material.

e. **Output.** The output of the gender analysis could be a task, a recommendation, a request for information, a consideration for further planning etc. In identifying the output there could well be both resource and communication requirements relating to that output. There may also be the need to develop a risk assessment associated with the implementation or non-implementation of that output.

3. The output can lead to a change in the existing aim or a new aim. Thus the gender analysis is a continuous process as the analysis should be updated with new information and new perspectives and used for the potential development of new tasks and objectives. In addition records should be kept where possible.

FACTORS

4. Gender analysis involves the analysis of "information on gender differences and social relations in order to identify and understand inequities based on gender"¹. To identify these gender dimensions, you are suggested to consider certain factors that are focus on detecting gender dimensions. What follows is not an exhaustive list of relevant factors in a gender analysis but is designed to serve as triggers to find the relevant conclusions for the gender analysis.

a. **PMESII.** In line with the COPD's use of the PMESII model gender analysis can be conducted addressing the goals, strengths, weaknesses and interdependencies of main actors in the Political, Military, Economic, Social, Infrastructure and Information domains. When analysing these factors from a gender perspective the role, position and situation of men, women, boys and girls should be considered in relation to each domain. These are suggestions to relevant factors within the PMESII domains:

(1) **Political.** Proportion, representation and influence of men and women in government, parliament, political parties both on national and local level. Male and female actors and networks in civil society and politics. Male and female participation in election and other political processes. Levels and of threats against women Politician's compared to men.

(2) **Military.** Proportion and representation of men and women in national armed/security forces, as well as irregular armed groups, including their rank, positions and function.

(3) **Economic.** The role of men and women in different economic areas, for example agriculture, industry or finance. The economic position of men and women, including the percentage of women in labour force compared to that of men. Possible legal or social constraints on men and women's economic activities. Percentage of unemployment amongst the youth (breakdown in gender).

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(4) **Social.** Number of men, women, boys and girls in the population. Ethnicities, socio-economic groups, religions and their respective gender dimensions. Humanitarian situation and demographics, including refugees and IOPs. Health and education such as maternal health, material morbidity and access to education for boys and girls. Family structures. Access and rights in judicial and legal system. Incidents of violence against groups by the attackers considered to be of 'low status'.

(5) **Infrastructure.** Men and women's access to freedom of movement and possible constraints, including access to vehicles, condition of roads. Access to basic resources such as water, food, electricity etc.

(6) **Information.** Information and communication tools influencing men and women; i.e. tv, radio, printed media, cell phones, internet, and access to technical equipment. Literacy levels for men and women.

b. Additionally, the following dimensions can be considered in relation to the six domains:

(1) **Activity Profile.** Consider the activity profiles of actors, for example the day-to-day activities make sure to consider not only income-generating activities but also unpaid labour, care related activities and community work or social activities.

(2) **Resource Profile.** Consider actor dependency on resources where they do not have legal ownership/access to those resources. An actor might have access to or even control a resource even though someone else is the owner.

(3) **Relations.** The domains in the PMESII model are interdependent and complex, which makes the relations between the domains but also between actors relevant. When tangible resources are scarce, relationships can become resource in themselves. Actors might be dependent upon relationships to other actors in order to have access to resources or be able to carry out their income-generating activity.

(4) **Instruments of Power.** The instruments of power outlined in the COPD are Military, Political, Economic and Civil. These are the instruments of an international NATO force that can influence the PMESII domains. They could also be instruments of power for other actors other than NATO. They should thus also be considered in a gender analysis since they easily can influence the other factors.