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BI-STRATEGIC COMMAND DIRECTIVE (BI-SCD) 40-1

INTEGRATING UNSCR 1325 AND GENDER PERSPECTIVE INTO THE NATO COMMAND STRUCTURE

REFERENCES: .See Annex E.

- Status.** This directive supersedes Bi-Strategic Command Directive 40-1, dated 2 September 2009. Since the adoption of Bi-Strategic Command (Bi-SC) Directive 40-1 (hereafter referred to as the "Directive") in 2009, additional United Nations Security Council Resolutions (UNSCRs) and policies have been passed. This, in combination with Lessons Identified, has necessitated a revision of this Directive.
- Purpose.** This Directive implements within NATO, the policies contained in UNSCRs 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), and 1960 (2010).
- Applicability.** This Directive is applicable to: Headquarters, Allied Command Operations; Headquarters, Supreme Allied Commander Transformation; and formations of the NATO Command Structure (NCS) and the NATO Force Structure (NFS).
- Supplementation.** Supplementation is not authorised. Any NATO organisation wishing to modify or amplify this directive is to notify the lead proponent at SHAPE.
- Publication Updates.** Updates are authorised when approved by the Chief of Staff (COS) SHAPE and COS HQ SACT.
- Proponent.** The proponent of this directive is at present OPI/CIMIC, but from December 2012 (approximately) the proponent will be the SHAPE Gender Adviser.

FOR THE SUPREME ALLIED COMMANDERS, EUROPE AND TRANSFORMATION:

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CHAPTER 1

INTRODUCTION

1-1. **Aim.** This Bi-SC Directive aims to ensure implementation of United Nations Security Council Resolution (UNSCR) 1325, related resolutions and integration of gender perspective in military organisations and forces in the NATO Command Structure (NCS) and NATO Force Structure (NFS) of the Alliance and within NATO-led operations.

1-2. **Rationale.** Security and risks during armed conflicts are perceived differently by men, women, boys and girls¹. These differences must be analysed and addressed to enable a safe, secure and stable environment for the entire population. An effective operational response uses Comprehensive Approach (CA) principles to address multi-faceted conflicts and crises, and contribute to sustainable and lasting peace. Realising that gender dimensions are an important component of such efforts, this Directive seeks to mainstream gender into all phases of NATO activities.

a. NATO recognises that women, girls and boys are potentially more vulnerable to threats, intimidation and assaults during armed conflict including sexual and gender-based violence (SGBV) and sexual exploitation and abuse. In addition, sexual violence can be used as a strategic weapon of war, wherein rape, forced prostitution, sexual enslavement, forced sterilisation, mutilation and other forms of sexual violence serve to terrorise, displace and even ethnically cleanse a population. Specific attention should be given to provide special protection and uphold the freedom of movement for women and girls. In order to strengthen women's, girls' and boys' rights and security, women in particular must be involved and represented at all stages of a decision-making process, including peace processes, stabilisation and security measures in the political and economic spheres.

b. Gender perspective is a tool to increase operational effectiveness. By identifying an often overlooked populace, recognising their specific needs, and providing the appropriate comprehensive response, the operational environment is positively influenced. NATO has therefore adopted a policy of gender mainstreaming, integration of gender perspective and more adequate protection of women, girls and boys during armed conflict. As such, this Directive provides a strategy for recognising the need to protect the entire society; but primarily highlights the specific concerns security, risks and experiences of women, girls and boys. This strategy should be utilised in the design, implementation, monitoring and evaluation of all policies and programs.

c. This Directive provides guidance for the integration of Resolutions, Conventions, Protocols and gender perspective into the planning and conduct of NATO-led operations. It establishes and clarifies the role of Gender Advisor (GENAD), Gender Field Advisor (GFA) and Gender Focal Point (GFP), as the providers of specific advice and operational support on gender dimensions to the Commander and NATO personnel. These roles and responsibilities are included as Annex A.

¹ Part I, Article 1 of The Convention on the Rights of the Child (20 November 1989), defines a child as below eighteen years of age.

d. North Atlantic Council (NAC) endorsement of the NATO Action Plan obligates all NATO members and partner nations to commit to UNSCR 1325 and related resolutions, conventions and protocols as part of NATO's wider policy objectives of enhancing security and stability. Through the uniform implementation of this Directive, gender mainstreaming and integration of gender perspective should become routine.

e. Further to the above, NATO-led forces and commanders must not accept, condone, facilitate or commit acts of sexual exploitation and abuse of women or girls nor men and boys and must strive to prevent and respond to such conduct within its sanctioned power and authority. This Directive includes as Annex B Standards of Behaviour expected by NATO-led forces during operations and exercises. Consistent with the key concepts listed herein, requests by NATO to nations during force-generation and staffing conferences must call on gender mainstreaming and an increased gender balance in operations in line with the intentions and mandates of UNSCR 1325. Accordingly, requests for contributions may require the specific expertise of a qualified GENAD or females in functions engaging with the local population.

1-3. United Nations and NATO Framework

a. **UNSCR 1325.** UNSCR 1325 is the impetus for this Directive. On 31 October 2000, the United Nations (UN) Security Council unanimously adopted Resolution 1325 on *Women, Peace and Security*. It addresses the significant and disproportionate impact that armed conflict has on women and girls, as well as recognises the under-valued and under-utilised contributions women make to conflict prevention, peacekeeping, conflict resolution and peace-building. This Resolution stresses the importance of women's equal and full participation as active agents of peace and security. The focus of UNSCR 1325 is *Protection, Prevention, Participation* and gender mainstreaming in order to achieve gender equality.

b. **UNSCR 1820.** Building on UNSCR 1325, UNSCR 1820 was passed in 2008 and focuses on sexual violence in conflict. This Resolution acknowledges that sexual violence can and has been used as a tactic of war, with potentially destabilising consequences. Moreover, this Resolution pronounces sexual violence as "a war crime, a crime against humanity, or a constitutive act with respect to genocide"². This designates that conflict-related sexual violence is a matter of security, and therefore must be handled and addressed by the military contribution. Furthermore, the UN Security Council requested the UN Secretary-General and troop contributing countries to UN peacekeeping missions to take measures in order to combat sexual violence.

c. **UNSCRs 1888, 1889 and 1960.** Building on UNSCRs 1325 and 1820, several related resolutions were passed in 2009 and 2010. Taken altogether, all five of these resolutions create an international framework for the implementation of gender perspective in the pursuit of international security and the conduct of peace operations.

d. **NATO and EAPC Policy.** NATO has adopted the Euro-Atlantic Partnership Council (EAPC) policy for the implementation of UNSCR 1325. This was followed by NATO action plans. Both the policy and the action plans have been revised. During the

² UNSCR 1820/2008 paragraph 4

NATO Lisbon Summit in 2010, the Alliance called for a strong and effective implementation of UNSCR 1325 and related resolutions throughout all of its activities. The Chicago Summit Declaration, dated 20 May 2012, further reinforced this position by endorsing the Chairman's Strategic Progress Report³ on mainstreaming UNSCR 1325 and related resolutions into NATO-led Operations and Missions.

1-4. Key Definitions

In order to fully grasp this Directive, a basic understanding of some key definitions is crucial. These definitions lay the groundwork of how NATO's Strategic Commands (SCs) will integrate gender perspective, and UNSCR 1325 and related resolutions, in response to NATO's political and military commitments and expectations:

- a. **Gender** refers to the social attributes associated with being male and female learned through socialisation and determines a person's position and value in a given context. This means also the relationships between women and men and girls and boys, as well as the relations between women and those between men. These attributes, opportunities and relationships are socially constructed and are learned through socialisation processes. Notably, gender does not equate to woman.
- b. **Gender mainstreaming** is defined as a strategy to achieve gender equality by assessing the implications for women and men of any planned action, including legislation, policies and programmes in all areas and at all levels, in order to assure 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. This will lead to that women and men benefit equally and inequality is not perpetuated. Gender mainstreaming in this context represents the process to recognise and incorporate the role gender plays in relation to NATO's various operational missions. Gender mainstreaming does not focus solely on women, but the benefits of mainstreaming practices recognise their disadvantaged position in various communities.
- c. **Integration of gender perspective** is a way of assessing gender-based differences of women and men reflected in their social roles and interactions, in the distribution of power and the access to resources. In ACO and ACT activities it is used synonymously with implementing the requests of UNSCR 1325, related resolutions, as well as directives emanating from NATO. The aim of which is to take into consideration the particular situation and needs for men and women, as well as how the activities of NATO have different effects on them. More fundamentally, implementing a gender perspective is done by adapting action following a "gender analysis".
- d. **Gender analysis** is defined as the systematic gathering and examination of 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

³ PO(2012)0216

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.”⁴

e. **Gender equality** refers to the equal rights, responsibilities and opportunities for women and men, and girls and boys. Equality does not mean that women and men will become the same, but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born female or male.

f. **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.”⁵

1-5. Concepts of Integration

Working towards the full integration of gender perspective within NATO extends to the planning, execution and evaluation phases of NATO-led operations. All of these phases must be based on initial and regular analysis of social groups with a gender perspective.

The following concepts shall be considered in the implementation of UNSCR 1325 and the integration of gender perspective:

- a. In the framework of the Comprehensive Approach, make sure that risks and security for the entire population will be addressed and handled.
- b. Establish and maintain liaisons with the local population, Non-Governmental Organisations (NGOs), and International Organisations (IOs) at strategic, operational and tactical levels, using the appropriate civil-military co-ordination mechanisms.
- c. Ensure that education and training, including pre-deployment training as outlined in Chapter 2 of this Directive, is conducted for all personnel in NATO-led operations.
- d. National programs are strongly encouraged to incorporate NATO pre-deployment gender training objectives (see Chapter 2) based on this Directive to ensure Interoperability in exercises and operations.
- e. Encourage NATO nations and partners to share best practices and support each others’ efforts in national implementation of UNSCR 1325.

⁴ See United Nations (2010), “Addressing Conflict-Related Sexual Violence – An Analytical Inventory of Peacekeeping Practice”, New York, NY: United Nations, p. 5, for guidance on consequent action following a gender analysis.

⁵ Elements of Crimes of the International Criminal Court.

- f. Provide effective reporting and information sharing mechanisms between NATO and civilian organisations at the international level, as well as at local levels within the Comprehensive Approach framework.
- g. Ensure effective reporting and monitoring mechanisms regarding UNSCR 1325 and related resolutions.
- h. Establish concepts, procedures and mechanisms to address and handle sexual violence in conflict as well as Human Security in general.
- i. For given operations, analyse measures available to protect against gender-based violence, particularly rape and other forms of sexual abuse and violence in situations of armed conflict.
- j. Ensure adherence to NATO Standards of Behaviour and United Nations' zero tolerance on Sexual Exploitation and Abuse (SEA) where applicable.
- k. Strive for a more gender balanced composition of workforce and expand the roles of women in operations and missions at all levels.
- l. Endeavour to increase representation of women throughout the NCS, (PE and CE) and the NFS.
- m. Strive for gender equality in the NFS in order to conduct credible and trustworthy external work and activities on women and gender in the Joint Operations Area (JOA).

CHAPTER 2

EDUCATION AND TRAINING

2-1. **General.** The guidance contained in this Directive shall be linked to specific actions during peacetime as well as to NATO Comprehensive Operations Planning processes. The greatest effect is gained if gender perspective is included in the earliest forms of training and education and mainstreamed throughout courses at different levels to achieve lifelong learning.

2-2. **Education and Training Policy.** This Directive shall be used in conjunction with the education and training program structures described in reference R *Bi-SC Directive 75-2, Education, Training, Exercise, and Evaluation (ETEE) Directive*, and should support national action plans. To promote interoperability, this Directive is consistent with current standards and action plans organised and directed by the United Nations Department of Peacekeeping Operations (UN DPKO) and the European Union (EU).

2-3. **Education and Training Programme Framework.** In accordance with Reference S, *ACT Education and Training (E&T) Programme Direction and Guidance No 1*, all education and training initiatives shall follow the new ACT E&T Programme framework. This framework as it applies to the implementation of UNSCR 1325 and the integration of gender perspective in E&T is provided as Annex C and further detailed in para 2-8 below.

2-4. **Gender Requirements Authority.** The Requirements Authority (RA) for the dimensions, concepts and scope of training gender as a capability is SHAPE Special Advisory Group (SAG). Requirements are formulated in dialogue with the NATO International Staff/Operations Division (IS/OPS) based on guidance from Operational Planning Committee (OPC), and in consideration of training needs as may be identified by Operational Commanders.

2-5. **Gender Department Head.** The Department Head (DH) for delivery of GENAD and GFA training is designated as the Nordic Centre for Gender in Military Operations (NCGM), a branch of the Swedish Armed Forces International Centre (SWEDINT).

2-6. **Training Management.** On behalf of ACT Joint Force Trainer (JFT), the DH invites all gender perspective stakeholders (RA, Subject Matter Experts, ETFs and affiliated organisations) to the annual Gender E&T Conference for the purpose of course and content updates, co-ordination of national support and participation, operational feedback and discussion of recommendations regarding gender training programme development, goals and standards. JFT holds the final authority within the E&T framework for all gender training programme initiatives, analyses, changes and approval.

2-7. **General Compliance.** NATO troops engaging with local populations during operations must be trained on UNSCR 1325 and related resolutions, gender perspective prior to deployment. Additional gender specific qualifications must be achieved in accordance with the CE training requirements. The following are minimum responsibilities of compliance:

- a. At all levels of the NCS, integrate UNSCR 1325 and related resolutions, and gender perspective into ETEE programs;
- b. Incorporate gender perspective training into courses at NATO Education and Training Facilities (NETFs), NATO Centres of Excellence (CoEs), Partnership Training

and Education Centres (PTECs) and National Training Institutions, and NATO in-theatre training centres related to capacity building, induction, mission and national training programs;

- c. Analyse education and training programs during periodic curriculum reviews to incorporate the most current related information and trends.
- d. Include UNSCR 1325 and gender dimensions in training for use in garrison and at deployed locations during operations, missions and exercises. Training should include gender and cultural/social awareness, overview of UNSCR 1325 and related resolutions and how they relate to operational effectiveness. Training should also emphasise zero tolerance for breaches of the NATO Standards of Behaviour for operations abuse and misconduct. For NATO-led operations, pre-deployment military training is the responsibility of the troop contributing nations. To assist in standardisation, it is requested that this training include the subjects listed above. All individuals being deployed will receive appropriate training through ACT's standardised and accredited pre-deployment training system.
- e. Ensure that entities working with local engagement (male or female) are well aware of the basics of UNSCR 1325 and related resolutions, as well as NATO policy and directives. All training curricula for female and male engagement capability should include paragraphs on these dimensions.
- f. Ensure that specifications, scenarios and objectives for NATO exercises and collective training includes gender perspective based on UNSCR 1325 and related resolutions.
- g. Ensure that the evaluations of NATO HQs, exercises and collective training events assess the integration and effects related to gender perspective and UNSCR 1325 and conducting training on UNSCR 1325 and gender perspective at all levels of the NCS.
- h. Regularly disseminate information (e.g. studies, lessons learned, best practices) and training materials to staff. Hold seminars and invite experts to provide informative lectures on associated topics.
- g. Monitor, review and analyse the effectiveness of UNSCR 1325, gender perspective and cultural awareness training programs (in garrison and deployed). Provide feedback via SACEUR and ACT annual reports and management plans if feasible.

2-8. **GENAD/GFA Training.** Annex C identifies the mandatory and recommended training paths for GENADs and GFAs. This is a blended learning programme, combining Advanced Distributed Learning (ADL) with classroom instruction to create an optimum programme. The knowledge and skill needed to perform the appropriate level of gender related planning and operational application is achieved through various course offerings and depth of knowledge (DoK) levels (or levels of instruction) tailored to students' needs. Operational planning courses are included as "recommended" training, as GENADs and GFAs should be an integral part of JOPGs and SOPGs. GFPs are recommended as a minimum to complete the 100 level ADL training. An overarching Strategic Training Plan for gender is under development.

2-9. **Pre-Deployment Training.** Prior to new operations and missions NATO on Military Strategic and Operational level must as deemed appropriate give inputs and recommendations regarding gender dimensions on the specific area of operation. Incorporate lessons learned from NATO, EU, UN operations and missions, in addition to information from international women's and non-governmental organisations. Pre-deployment training should, at minimum, include:

- a. Highlighting the importance of protection, rights and needs of women, girls and boys;
- b. Providing information on how to engage with, and increase the participation of, local women and how to exchange information with women;
- c. Offering cultural awareness training based on an analysis of gender relations in the JOA;
- d. Demonstrating how integrating gender perspective can serve as a force enabler, and support the effectiveness of NATO-led operations; and
- e. Gaining an understanding of measures with respect to international law regarding the rights and protection of women and girls, especially civilians, during armed conflicts as well as NATO Standards of Behaviour (see Annex B).
- f. Pre-deployment training should aim to be specific and focused on the particular JOA, rather than generically 'raising awareness'.

CHAPTER 3

IMPLEMENTATION IN OPERATIONS

3-1. **General.** NATO operations must be planned and executed, as deemed necessary pending UNSCRs 1325, 1820, 1888, 1889 and 1960, as well as the *Convention on the Elimination of all forms of Discrimination against Women (CEDAW)* and NATO gender related policies, plans and directives listed at Annex E.

3-2. **Aim.** Gender perspective is a tool used to better understand society as a whole. In order to achieve mission success and to reach the desired effects, NATO must fully understand its operational environment. This concept is of particular importance in relation to establishing stability and security.

By implementing UNSCR 1325 and integrating gender perspective, a greater understanding of the positive effects on an operation can be achieved. In addressing the female part of the population, additional information (intelligence) and improved situational awareness is expected. Moreover, this offers a possibility to communicate with all groups and representatives of the local population. In doing so, knowledge of how resources can be concentrated and used most efficiently is gained. Gender perspective must be integrated and operationalised at all levels of planning and operations.

3-3. **Gender Balance within NATO Forces**

NATO-led operations can be more effective with enhanced women's participation at all levels. The experiences and skills of *both* men and women are essential to the success of NATO operations. Today's conflicts often require a Comprehensive Approach in terms of more tactful public relations, better and more extensive situational awareness, information operations, information gathering and intelligence production. Women in NATO-led forces can be an asset and an enabler, especially in activities of engagement with the local population. NATO-led operations will deploy the capacity and capability to engage with the entire population, men and women, girls and boys. It is optimal to have both a gender balanced force, and gender balanced teams. Gender engagement activities include, but are not limited to: CIMIC, HUMINT, information operations, psychological operations, investigations, medical services and public affairs.

3-4. **Operational Planning and Preparation**

Thorough planning and preparation for NATO operations are crucial steps for effective mission accomplishment. Integrating UNSCR1325 and gender perspective at all levels of planning is imperative when developing strategies to address the full spectrum of crisis management scenarios in which NATO is involved.

The Alliance recognises that women's perspectives, insights and skills add value across all its activities. During NATO operations, it is important to obtain a clear understanding of the local culture, society and environment (i.e. context) which include a gender dimension. It is also essential to take measures to promote gender equality relevant to the operation. When understanding the local context, it is of highest importance to listen to, take advice and recommendations from both women and men. NATO-led forces must understand the cultural context within which they are operating and not simply apply their own norms, law and behaviour. However the distinction between international and local law, human rights and

culture must be analysed and addressed. Lessons Learned indicate that a gender-mixed force enhances the sharing of information, knowledge, intelligence, and is instrumental in garnering trust and credibility.

With respect to UNSCR 1325 and gender perspective, the planning, execution and evaluation of NATO-led operations must focus on the functions listed below (specific roles and responsibilities are included as Annex A):

- a. Utilise GENAD expertise early and throughout the planning process to ensure the full integration of UNSCR 1325 and gender perspective. GENADs should provide subject matter expertise to planners and commanders on UNSCR 1325 and gender dimensions. This knowledge should be based on a gender analysis specific to areas of operation. A gender analysis should be done prior to any operational planning process. It will be part of situational awareness (for the specific JOA). Work and achievements obtaining situational awareness should always include a gender perspective.
- b. During force generation and CE manning conferences specify GENADs' requirements. Must ensure the participation of women on tactical and operational positions in order to engage with the entire population at all times.
- c. GENADs should provide subject matter expertise on procedures to protect civilians, with specific consideration given to women, girls and boys, from violence, rape and other forms of sexual abuse, including the trafficking of human beings. This is in compliance with UNSCRs 1325, 1820 and related resolutions.
- d. Ensure a gender perspective in all capacity building efforts supporting, training and mentoring local security forces.
- e. NATO Operational Plans (OPLANs) shall include a description of the NATO Standards of Behaviour (see Annex B), provisions on *Combating Trafficking in Human Beings* (Reference M), as well as a specific Gender Annex. References O and N give specific guidance on NATO Operational Planning and will provide for addressing and integrating gender perspective.

3-5. **Standards of Behaviour**

NATO operations may be tasked through a UN Security Council mandate to protect the population. Operations are also deployed based on democratic and human rights core values. NATO personnel in any position should always act as a role model. Sexual Exploitation and Abuse (SEA), addressed in UNSCR 1820, damages the image and integrity of any operation. It erodes the trust and confidence in NATO operations.

As noted in Chapter 1, NATO-led forces and commanders must not accept, condone, facilitate or commit acts of sexual exploitation and abuse and must strive to prevent and respond to such conduct within its sanctioned power and authority. This Directive includes as Annex B Standards of Behaviour expected by NATO-led forces during operations and exercises.

3-6. **Tactical Considerations**

Patrolling provides opportunities to engage with the local population in order to enhance information gathering for the operation. In doing so, they develop a more comprehensive picture of the local situation. Local consultations with women can also help address specific protection concerns for women and girls, such as vulnerability to sexual violence and trafficking in human beings.

For example, collecting water and firewood are highly gendered activities in many conflict affected areas. Women and girls often bear the primary responsibility for these outdoor activities. This is significant from a security perspective because while they conduct their outdoor activities, women and girls may be the first to observe actions that might affect the security environment. Their perspectives can enhance the mission's understanding of the security environment on a daily basis. In addition, collecting firewood, fetching water, and attending public markets to buy food, can expose women and girls to security risks such as rape, assault, and kidnapping. Therefore, consultation with women and women's organisations is essential in the planning of patrol routes and schedules when trying to improve security. Such consultation is crucial, as measures taken to protect women and girls without consultation often result in ineffective or counterproductive effects.

3-7. Reporting

Strong and effective monitoring and reporting mechanisms should always be in place, making sure that human rights violations, SGBV and indications of domestic or international trafficking of human beings are reported, addressed and handled. Suggested questions to be considered when reporting are listed in Annex D, *Reporting of Gender Perspective in Operations*.

To the greatest extent possible, this reporting should be included/integrated with other standard JOA reporting procedures. Reports should include information about the situation of women, boys and girls; the impact of NATO interventions on women, men, girls and boys; and statistics disaggregated by sex. 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.

GENDER ADVISOR AND GENDER FIELD ADVISOR – ROLES AND RESPONSIBILITIES

The Gender Advisor serves in a peacetime HQ and at strategic/operational levels, whereas the Gender Field Advisor is deployed at operational/tactical levels.

1. Given that NATO commanders and their staffs are not yet trained and skilled in planning and execution of operations with an integrated gender perspective, Gender Advisors (GENADs) and Gender Field Advisors (GFAs) are needed to ensure that gender is an integrated part of planning operations. GENAD and GFA positions are full-time positions that require adequate training, education and experience.
2. Every revision of the NATO Peacetime Establishment (PE) and CE structure must include considerations to appoint GENADs and GFAs. This is to ensure integration and a common understanding of UNSCR 1325 and gender dimensions. GENADs and GFAs should be posted throughout the NCS, including deployable/deployed HQs, as well as in exercises.
3. The GENAD advises upon request, as well as when he/she considers it appropriate. The GENAD should always be a member of a planning group, for example, the Strategic Operational Planning Group (SOPG), or the Joint Operational Planning Group (JOPG).
4. The GENAD should have direct access to the Commander/Command Group in order to be able to communicate timely and directly with decision makers. This underlines gender perspective as a cross functional area. The GENAD maintains functional contact with other GENADs, GFAs and GFPs in higher and subordinate commands.
5. The roles and responsibilities of a GENAD will be described in the Standard Operating Procedures (SOPs). The SOP should be tailored to respective HQ and/or operation. This list is not all-inclusive, but will normally include the following:
 - a. Requirement that the GENAD/GFA reports directly to the Commander and provide support to ensure that planning, execution and evaluation properly integrate gender perspective.
 - b. As an integral part of an HQ or deployed commander's staff, GENADs must establish, maintain relationships and liaise with all elements of the staff to facilitate the integration of UNSCR 1325 and gender perspective.
 - c. Support operational objectives and activities in the respective JOA regarding local security forces e.g. recruitment of women, assisting national security forces, supporting creation of local structures retaining women, training as well as education.
 - d. Assess the different security risks of men and women in monitoring and evaluation activities.

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- e. Support different staff functions on how to integrate gender perspective into their respective tasks and products.
 - f. Conduct and disseminate a Gender Analysis to ensure that gender dimensions are part of the on-going work to gain situational awareness.
 - g. In the framework of Comprehensive Approach, co-operate by sharing information and co-ordinating activities with international community actors in-theatre, including IOs and NGOs. The GENAD should also facilitate interaction between international community actors working on UNSCR 1325 and gender. These activities should be co-ordinated as outlined within the particular SOP for the specific HQ.
 - h. Support and enable local law, directives and commitments related to UNSCR 1325 and related resolutions, women and gender perspective.
 - i. Support the Commander, J1 and LEGAD with any inquiry or investigation initiated by the Commander concerning a breach of NATO Standards of Behaviour, or an allegation of violence, rape, or other forms of sexual abuse.
 - j. Support a gender balanced force, and in particular, ensure that women are part of the regular force structure. It is necessary to conduct frequent and flexible engagement with the male as well as female part of the local population.
 - k. Special attention should also be given to organisations and groups defending women's and children's human rights.
6. The following is a list of staff responsibilities (not all-inclusive), where the GENAD should focus their liaison and support efforts:
- a. **J1.** Advise on gender dimension in policy, standards of conduct and recruitment to ensure an improved gender-balance and the hiring of local employees in garrison and in-mission training. Human Resource Management (HRM) should share gender-related statistics.
 - b. **J2.** Address gender perspectives which may impact information collection (i.e., HUMINT, risk assessments), knowledge development, analysis and production. GENAD should conduct gender analyses and assessments supported by information collection.
 - c. **J3.** Assist assessments regarding women's security situations and gender analysis, supporting the planning and execution of operations. For example, Information Operations, Psychological Operations, patrols, and search operations. Ensure a gender-balanced approach to efforts during Key Leader Engagement. GENAD must be informed on gender-related activities, plans and assessments.
 - d. **J4.** Support medical and logistical matters, as well as implementing gender perspective into compounds. GENAD should support the planning and assessment of logistical activities impacting gender relations, for example, building facilities, communications, etc.

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- e. **J5.** Support the campaign plan, operational design and long-term planning with the integration of gender perspective. Take part in the planning process, and provide subject-matter expertise. GENAD is responsible for drafting gender annexes and appendices. GENAD will support gender-related assessments and planning considerations.
- f. **J7.** Provide guidance with reference to embedding UNSCR 1325 and gender awareness into collective training and exercises. Advice should also extend to include all national pre-deployment training.
- g. **J9/CIMIC.** Support and provide guidance regarding engagement and liaison with the female part of the population as well as women's organisations. Special attention needs to be given to women's organisations. They need to be provided with an opportunity to meet and engage with different parts of the NATO-led operation, depending on what topic/area is to be addressed. Note: it is ineffective if the GENAD or J9/CIMIC becomes the sole point(s) of contact for women and women's organisations.
- h. **LEGAD.** Advise on gender dimensions in the judicial system, according the relevant UNSCRs and beyond. Provide relevant information where women, girls and boys legal rights are neglected and/or violated.
- i. **STRATCOM.** Advise on inclusion of gender appropriate content and gender specific messages as required. Since STRATCOM facilitates co-ordination of strategic messaging, it is important to ensure that GENAD content is included in messages at all levels to improve integration of gender perspective in all appropriate messages disseminated by NATO.

7. **Gender Focal Point (GFP).** The GFP is a dual-hatted position that supports the Commander in implementing directives and procedures with gender perspective. The GFP maintains functional dialogue with the GENAD, but reports within the chain of command. The GFP at the tactical level ensures that gender perspective is fully integrated into the daily tasks of the operation. These activities could include, but are not limited to: patrolling, enabling the provision of humanitarian aid, search procedures, assisting national security forces, assessing the different security risks of men and women in monitoring and evaluation activities, and providing gender training for NATO personnel.

NATO STANDARDS OF BEHAVIOUR

1. **Compliance.** NATO forces must internally and externally uphold and adhere to high moral and human standards. Any form of abuse, exploitation and harassment should never be accepted. A soldier abusing or mistreating colleagues internally, cannot be trusted conducting tasks properly externally. Commanders and forces are obligated to prevent and respond to such conduct within their sanctioned power and authority.

Sexual Exploitation: any actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes, including profiting monetarily, socially or politically.

Sexual Abuse: actual or threatened physical act of sexual nature either by force or other coercive conditions.

2. **Scope.** These Standards refer to individual conduct on and off-duty. They provide Commanders the means to consistently enforce good order and discipline among NATO forces and personnel. These standards are not intended to replace or restrict national policies, but are provided to depict the standards of professionalism and the high expectations Alliance and partner nations have for the performance of NATO personnel. Operational Commanders have the authority to establish stricter rules and tailor their guidance to best meet the specific operation. To clarify, the GFA works in co-ordination with Human Resources (HR/J1) to report to the Commander regarding gender balance and breaches of regulations containing gender dimensions; for example, sexual abuse or harassment. HR/J1 solely reports to the Commander regarding the recruitment of women into NATO forces, as well as the recruitment of local men and women. Issues on breaches of internal standards, NATO Standards of Behaviour, internal abuse and harassment are handled by LEGAD together with HR/J1.

3. **Policy.** Given the multicultural environment of the Alliance, every person must respect each other. Accordingly, disrespect and a lack of professionalism are unacceptable, and can adversely impact morale. As such, the regular activities of International Military Headquarters of the Alliance, Heads of NATO Bodies subordinate to ACO and ACT in the NCS are directed to implement procedures in references V through X as applicable. These documents detail the codes and conduct and informal and formal mechanisms to aid individuals in resolving complaints.

4. **Investigation.** When allegations are made, or incidents that breach the Standards occur or involve harm to civilians (with specific consideration given to women and children, from violence, rape and other forms of sexual exploitation or abuse), NATO force commanders will appoint an investigation officer to conduct a fact-finding/preliminary inquiry within 72 hours of notice. NATO Civilian Personnel Regulations and ACO Directive 50-11 (Deployment of NATO Civilians), shall apply in a case involving NATO civilian personnel.

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5. **Reporting and Resolution.** Results will be reported through the chain of command up to the SHAPE Strategic Direction Centre for inclusion in the daily operational report to the SHAPE Command Group:

- a. If the allegation is unfounded or the incident has no merit, the inquiry will be closed without prejudice of any action vis-à-vis person(s) falsely accusing NATO personnel.
- b. If the allegation or incident has merit, the Force Commander will forward the results of the preliminary inquiry for disciplinary action to the appropriate national authority. The Commander and national authorities should work closely to ensure proper resolution.
- c. Final disposition should be reported in-parallel through national and NATO chains of command.
- d. Appropriate J1, Provost Marshal, LEGAD, POLAD, and PAO personnel will work in close co-ordination while investigating or responding to the allegation or incident.

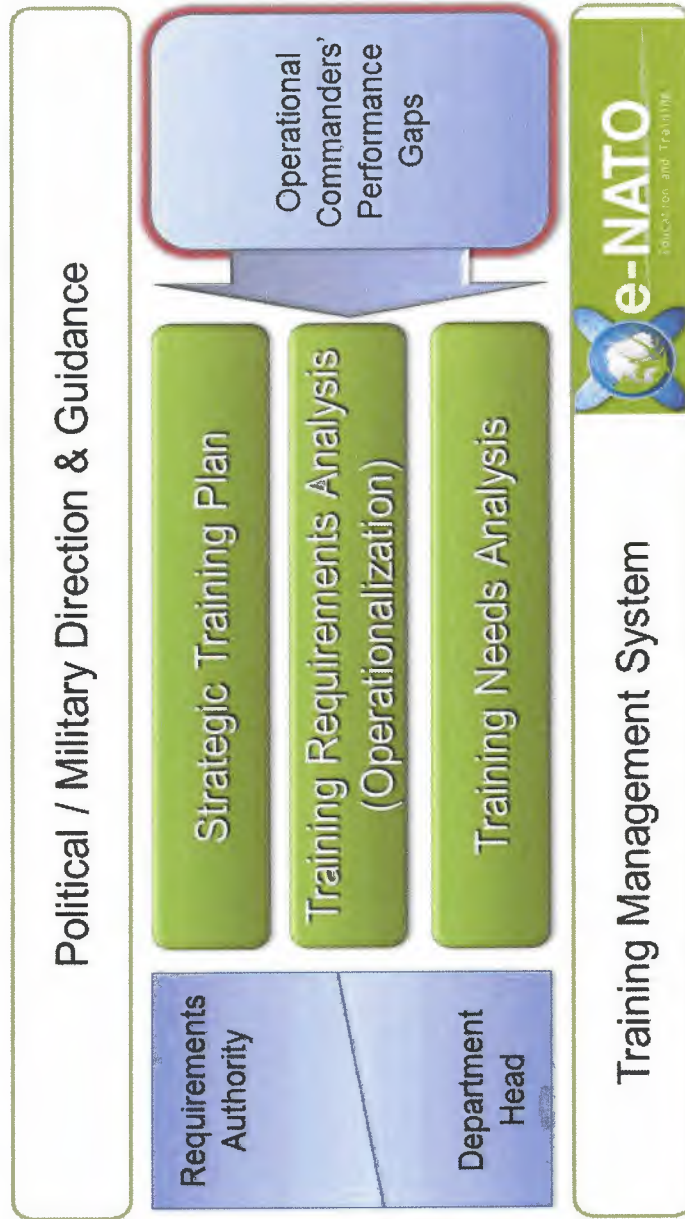
Representatives Should:

- Conduct ourselves in a professional and disciplined manner, at all times.
- Display the highest levels of integrity, dignity, and respect.
- Respect the local laws, customs and practice through awareness and respect for the culture, religion, traditions and gender issues.
- Adhere to the procedures and rules of engagement set out by our chain of command.
- Not bring discredit upon NATO through improper personal conduct, failure to perform duties or abuse of our positions.
- Not commit any illegal act of unnecessary violence or threat to anyone in custody.
- Not commit any act that could result in physical, sexual or psychological harm or suffering, especially related to women and children.
- Not abuse alcohol, use or traffic drugs.
- Be respectful of the local population.
- Have pride in our position as a representative of NATO and never abuse or misuse your authority.

ACT EDUCATION AND TRAINING PROGRAMME FRAMEWORK

ANNEX C TO
Bi-SC 40-1 REV 1
DATED JUN 12

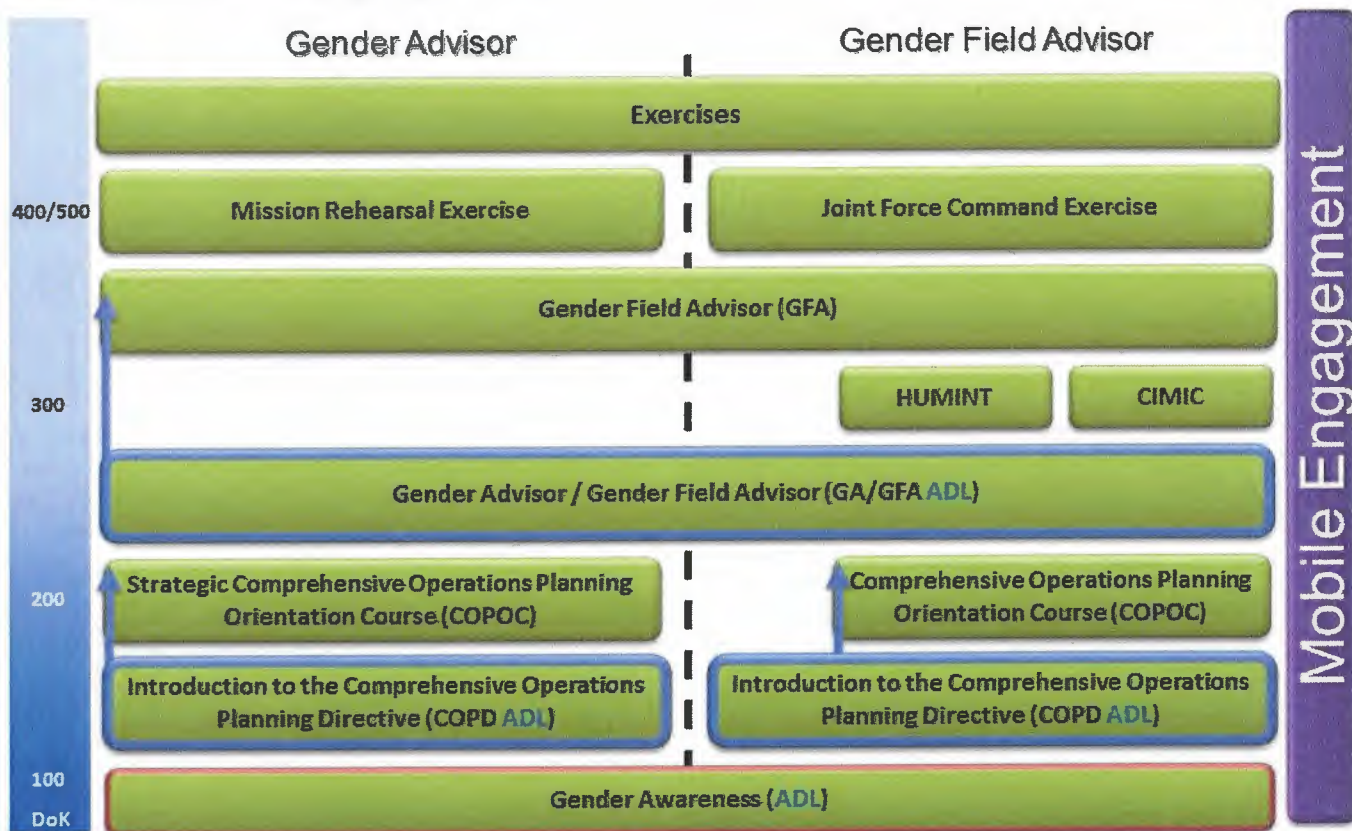
Education & Training Requirements and Programming



C-1

C-1

Gender Programme



C-2

C-2

REPORTING OF GENDER PERSPECTIVE IN OPERATIONS

The following is a list of questions that should be considered when reporting:

- a. How does the security situation affect women, men, girls and boys?
- b. What risks, similar and/or different do men, women, girls and boys face?
- c. What are the differences in vulnerabilities between these groups (women, men, girls and boys)?
- d. Are women's and men's security issues known, and are their concerns being met? Assess security issues also for different women; for example, women as politicians, activists or Human Rights Defenders, including Women's Human Rights Defenders.
- e. What role do women play in the military, armed groups, police or any other security institutions such as intelligence services, border policy, customs, immigration, or other law enforcement services (per cent of forces/groups, by grade and category)?
- f. What role do women play in the different parts of and social groups in the society?
- g. Does the selection and interaction between local power holders and the operation affect women's ability to participate in society – such as legal, political or economic spheres?
- h. Gender disaggregated data on for example; political participation, education, refugees, prisoners, health related issues, refugees, SGBV etc.
- i. Assessment of the current situation and planned actions.

REFERENCES

- A. United Nations Security Council Resolution 1325 (2000).
- B. United Nations Security Council Resolution 1820 (2008).
- C. United Nations Security Council Resolution 1888 (2009).
- D. United Nations Security Council Resolution 1889 (2009).
- E. United Nations Security Council Resolution 1960 (2010).
- F. United Nations Security Council Resolution 1674 (2006).
- G. United Nations Security Council Resolution 1261 (1999).
- H. United Nations Security Council Resolution 1314 (2000).
- I. United Nations Security Council Resolution 1612 (2005).
- J. 1949 Geneva Convention IV Relative to the Protection of Civilians Persons in Time of War.
- K. 1977 Protocol Additional to the Geneva Conventions of 1949 and Relating to the Protections of Victims of International Armed Conflicts (Protocol I).
- L. Euro-Atlantic Partnership Council Document EAPC(C)D(2007)0022, Implementing UNSCR 1325 on Women, Peace, and Security, dated 10 December 2007 and July 2011.
- M. IMSM-0217-2011, NATO Policy on Combating Trafficking in Human Beings, dated 21 April 2011.
- N. ACO Comprehensive Operational Planning Directive dated 17 December 2010.
- O. ACO Directive 50-11, Deployment of NATO Civilians, dated 30 June 2010.
- P. Lisbon Summit Declaration dated 20 November 2010.
- Q. Chicago Summit Declaration dated 20 May 2012.
- R. PO(2012)0020, Chairman's Progress Report on Implementing NATO/EAPC Policy on UNSCR 1325 and Related Resolutions, dated 17 May 2012.
- S. Bi-SC Directive 75-2, Education, Training, Exercise and Evaluation, dated 18 February 2010.
- T. ACT NU Document 5000/TPX0310, Education and Training Programme Management Direction and Guidance No 1, dated 8 March 2012.
- U. Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), signed at New York on 18 December 1979 (entry into force 3 September 1981).
- V. SHAPE Directive 50-9, Discrimination and Harassment in the Workplace.
- W. ACT Directive 40-1, ACT Standards of Personal Conduct.
- X. (2010)0016-26, NATO Code of Conduct, dated March 2010.
- Y. ACO Policy Statement on Discrimination and Harassment in the Workplace dated 23 February 2006.
- Z. NCSA Directive 40-7 Standards of Conduct.
- AA. AAP-6(V2012), NATO Glossary of Terms and Definitions.
- BB. United Nations Declaration (53/144) Declaration on the Right and Responsibility of Individuals, Groups and Organs of Society to Promote and Protect Universally Recognised Human Rights and Fundamental Freedoms dated 8 March 1999.
- CC. Convention on the Rights of the Child dated 20 November 1989 and two Optional Protocols to the Convention on the Rights of the Child dated 2000.