

**GENDER MAINSTREAMING:
INDICATORS FOR THE IMPLEMENTATION OF UNSCR 1325
AND ITS RELATED RESOLUTIONS**



THE 1325 SCORECARD

PRELIMINARY FINDINGS

Chantal de Jonge Oudraat
Sonja Stojanović-Gajić
Carolyn Washington
Brooke Stedman

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EXECUTIVE SUMMARY

THE 1325 SCORECARD

At the 2014 Wales Summit Meeting, the Heads of State and Government of the North Atlantic Council (NAC) acknowledged that the integration of “gender perspectives into Alliance activities throughout NATO’s three core tasks (i.e., Collective Defence, Crisis Management, and Cooperative Security) will contribute to a more modern, ready and responsive NATO.”

The 1325 Scorecard is a tool to evaluate how well the principles of United Nations Security Council Resolution 1325 (UNSCR 1325) are implemented within the armed forces of NATO Allies. It also provides NATO and NATO member and partner states indications how to improve implementation. Finally, it helps to further standardization and interoperability amongst NATO Allies.

Ever since 2007, NATO and NATO member and partner states have committed to the implementation of UNSCR 1325. Much progress has been made with regard to the adoption of policy frameworks, including working mechanisms, particularly within NATO.

Unfortunately, at the national level the implementation of these policies has lagged. Our research shows that national implementation of UNSCR 1325 within the armed forces of NATO allies is generally ad-hoc and unsystematic. Many civilian and military personnel remain unfamiliar with the principles underlying UNSCR 1325 and its follow-on resolutions—most commonly referred to as the Women, Peace and Security (WPS) agenda, and unfamiliar as well with NATO Bi-Strategic Command Directive 40-1, Rev. 1 (Bi-SCD 40-1).

For many soldiers gender perspectives remain foreign concepts and gender analyses do not come naturally. The transformational potential of UNSCR 1325 and the true integration of gender perspectives in conflict analyses has still not become the norm in many NATO member and partner states.

We have four main recommendations for NATO member and partner states:

1. Appoint a Gender Advisor (GENAD) at the Commander level.
2. Make sure that gender training is part and parcel of basic training and not limited to pre-deployment training.
3. Institutionalize the incorporation of gender analyses and gender perspectives in all aspects of military operations. Gender perspectives should be integrated in all major national security strategies and policy directives, including military directives and guidance documents.
4. Toot your own horn—that is, publicize the efforts you are making to integrate the principles of UNSCR 1325 into your national security policies and institutions.

For the full report and national scorecards, please visit the Women in International Security website at <http://wiisglobal.org/programs/unscr-1325-nato/>.

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Our Advisory Committee, provided invaluable advice and encouragements along the way. Members of the Advisory Committee included: Jan Dunmurray, Commander at the Nordic Center for Gender in Military Operations; Kathleen Kuehnast, Director for the Center of Gender and Peacebuilding, US Institute of Peace; William Durch, Senior Associate, Stimson Center; Catherine Kelleher, Founder and Vice President of WIIS; Mari Skåre; and members of WIIS Brussels, particularly Claire Craanen and Irina Bratosin. Members of the Nordic Center on Gender in Military Operations also provided valuable feedback and helped shed light on key indicators. Special thanks also go to Charlotte Isaksson, Gender Advisor at SHAPE/NATO and Stephanie Nicol, Gender Advisor at ACT/NATO.

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Dr. Chantal de Jonge Oudraat, Washington, DC, USA
Ms. Sonja Stojanović-Gajić, Belgrade, Serbia
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THE 1325 SCORECARD

At the 2014 Wales Summit, the Heads of State and Government of the North Atlantic Council (NAC) acknowledged that the integration of “gender perspectives into Alliance activities throughout NATO’s three core tasks (i.e., Collective Defence, Crisis Management, and Cooperative Security) will contribute to a more modern, ready and responsive NATO.”

Since 2007, NATO and NATO member and partner countries have committed to the implementation of United Nations Security Council Resolution (UNSCR) 1325 in their political, civilian, and military structures as well as in their operations and missions.¹ Much progress has been made with regard to the adoption of policy frameworks, including working mechanisms, particularly within NATO. Unfortunately, at the national level the implementation of these policies has lagged.² Our research shows that at the national level, implementation of UNSCR 1325 within the armed forces of NATO Allies is generally ad-hoc and unsystematic. Most civilian and military personnel remain unfamiliar with the principles underlying UNSCR 1325 and its follow-on resolutions—most commonly referred to as the Women, Peace and Security (WPS) agenda.³

The 1325 Scorecard is a tool to evaluate how well the principles of UNSCR 1325 are implemented within the armed forces of NATO countries. It also provides NATO and NATO member and partner states recommendations on how to improve implementation.

UNSCR 1325: THE WOMEN, PEACE, AND SECURITY FRAMEWORK

Reflecting on his experiences in the late 1990s, General Rupert Smith, the UK Commander of the UN Protection Force in Bosnia and NATO’s Deputy Supreme Allied Commander during the Kosovo war, noted that many of our conceptual frameworks on how to approach war and peace at both a strategic and tactical level are obsolete.⁴ He argued that many of the wars occurring in the late 20th and early 21st century were “wars amongst the people,” a “reality in which the people in the streets and houses and fields—all the people, anywhere—are the battlefield.”⁵ His point was that war in the 21st century is war amongst and between civilian populations, rather than between uniformed armies on a prescribed battlefield.

While Smith correctly underscored the need for the military to understand the political context in which they operate, he failed to recognize how “war amongst the people” also changes the relational dynamics between men and women at both individual and systemic levels. He also failed to acknowledge how these changing gender dynamics may impact military operations. Finally, he (along with many other security experts) never acknowledged how the changing nature of warfare and the “blurring of the lines between battlefield and community, victim and perpetrator, enemy and neighbor” has led to the “ubiquitous presence across the world” of women’s peace activism.⁶

Adopted in October 2000, UNSCR 1325 was a victory for many women’s groups that had mobilized in response to violent conflicts that erupted in the 1990s.⁷ UNSCR 1325 recognized the changing face of war in the aftermath of the Cold War and the importance of considering evolving gender dynamics when dealing with international peace and security issues. It also underscored the importance of considering gender equality in all Security Council actions that dealt with the maintenance and restoration of peace. Recognizing that gender inequalities impede the establishment of durable and sustainable peace, UNSCR 1325 recommends addressing these imbalances at all levels: political, operational, strategic, and tactical.

1 Any reference to UNSCR 1325 in this text also includes all follow-on Resolutions.

2 See also the independent review of Helene Lackenbauer and Richard Langlais, eds., *Review of the Practical Implications of UNSCR 1325 for the Conduct of NATO-led Operations and Missions*, Swedish Defense Research Agency (FOA), 2013, (hereafter 2013 Review).

3 This was also one of the conclusions of the 2013 Review.

4 See Rupert Smith, *The Utility of Force: The Art of War in the Modern World* (New York: Knopf, 2007).

5 *Ibid.*

6 See Sanam Anderlini, *Women Building Peace: What they Do, Why it Matters*, (Boulder/London: Lynne Rienner Publishers, 2007), p.5.

7 *United Nations Security Council Resolution 1325 (UNSCR 1325) also got strong support from UN delegations to the Security Council, notably Jamaica, Namibia and Bangladesh, and the UN development Fund for Women (UNIFEM).*

With this resolution the members of the UN Security Council acknowledged that women were grossly underrepresented in peace negotiations and recognized that the empowerment of women was critical to establishing sustainable peace. It called on member states to recognize gender imbalances and to ensure the full participation of women in peace and post-conflict reconstruction efforts. In addition, Council members recognized that violent conflict affects men and women differently and that men and women may have different protection needs. It stressed the importance of employing a gender perspective when planning, executing, or evaluating policies, programs, and military operations.

Finally, the UN Security Council urged member states to ensure that gender is mainstreamed in all peace and security policies and institutions. Before the adoption of UNSCR 1325 international actors largely ignored how violent conflict changes gender dynamics within societies. Security institutions, in particular, were largely gender-blind. Moving forward, member states were encouraged to adopt strategies that would reduce gender imbalances and promote gender equality.

In 2004 and 2005 the UN Security Council called on UN member states to implement UNSCR 1325 through the development of Regional and National Action Plans (RAPs/NAPs).⁸ Follow-on UN Security Council resolutions, most notably UNSCR 1820, paid particular attention to the issue of sexual violence within conflict situations, including sexual violence committed by warring parties on other warring parties and civilians as well as sexual violence committed by UN and other international peacekeepers and intervention forces.⁹

NATO AND NATIONAL IMPLEMENTATION OF UNSCR 1325

In 2007, NATO and the Euro-Atlantic Partnership Council (EAPC) adopted its first policy on the implementation of UNSCR 1325. NATO and the EAPC review this policy every two years. In 2010, NATO and the EAPC adopted an Action Plan, which was revised in 2014.¹⁰ Finally, in 2012, the NATO Secretary General appointed a Special Representative for Women, Peace, and Security.¹¹

For its military institutions, NATO/Allied Command Operations developed practical guidelines for the implementation of UNSCR 1325 in military operations under Bi-Strategic Command Directive 40-1 (Bi-SCD 40-1), which was first published in 2009 and revised in 2012.¹² NATO also created Gender advisor positions at Headquarters as well as in the field, most notably in Afghanistan and Kosovo.¹³

The principles of UNSCR 1325 and related resolutions, including the 2014 NATO Action Plan; and Bi-SCD 40-1 center on four main ideas:

1. *The integration of a gender perspective in all military operational activities.* Do operators collect information about the roles of men and women, boys and girls in a society; reflect on the implications of these different roles for the operation or activity; and integrate this knowledge into operational plans?
2. *The promotion of women in the military and gender equality in military forces and institutions.* Do military institutions strive for a better gender balance within their forces, across all ranks and sectors, and do they treat all personnel equally?

8 See Presidential Statements S/PRST/2004/40 and S/PRST/2005/52. Currently some 48 countries have adopted National Action Plans. Regional Action Plans have been adopted by NATO, the European Union, ECOWAS, and the Pacific Islands. The African Union does not have a formal Regional Action Plan, but in 2009, adopted a Gender Policy. In December 2004, the OSCE adopted an Action Plan for the Promotion of Gender Equality. In 2004, the International Conference on the Great Lakes region adopted the Dar-Es-Salaam Declaration on Peace, Security and Democracy and Development in the Great Lakes region that incorporates Women, Peace and Security issues in the Declaration.

9 UNSCR 1820 (2008); 1888 (2009); 1889 (2009); 1960 (2010); 2106 (2013) and 2122 (2013). For more on the history of UNSCR 1325 see Anderlini, *Women Building Peace*; and Kathleen Kuehnast, Chantal de Jonge Oudraat and Helga Hernes, eds., *Women and War: Power and Protection in the 21st Century* (Washington, DC: USIP, 2011).

10 The Action Plan was elaborated with partners in the Euro-Atlantic Partnership Council and Afghanistan, Australia, Japan, Jordan, New Zealand, and the United Arab Emirates. The first policy was adopted in 2007 and has since been revised every two years. In 2010, the NAC adopted its first action plan. This document was revised and replaced with an overarching action plan in 2014.

11 The first Special Representative for WPS was Mari Skäre. Ambassador Marriët Schuurman took over the position in 2014.

12 Bi-SCD 40-1 Rev.1 superseded Bi-SCD 40-1 of 2009. The Bi-SCD "aims to ensure implementation of United Nations Security Council Resolution (UNSCR) 1325, related resolutions and integration of gender perspective in military organizations and forces in the NATO Command Structure (NCS) and NATO Force Structure (NFS) of the Alliance and within NATO-led operations."

13 See also 2013 Review.

3. *Gender mainstreaming.* How are gender perspectives and gender balancing efforts institutionalized within core strategic documents and within the organization?
4. *Zero tolerance for sexual exploitation and abuse.* Have military institutions adopted a zero tolerance policy for sexual exploitation and abuse and taken special measures to prevent conflict related gender-based sexual violence?

Although NATO has called on its member states to integrate the principles of UNSCR 1325 into their national defense and security policies and activities, the national level implementation of military forces is not consistent across states.¹⁴

In 2015, 17 out of 28 NATO member states and 14 out of 41 NATO partner states had developed National Action Plans (NAPs) implementing the principles of UNSCR 1325. The NAPs vary greatly in terms of structure, goals, areas of focus, and monitoring and evaluation mechanisms.¹⁵ Indeed, NATO members have identified different priorities and types of monitoring and evaluation mechanisms. In most NATO member states the Ministry of Foreign Affairs is the lead implementing agency for the NAP.¹⁶ That said, the Ministries of Defense and other military institutions also have important implementation responsibilities for the WPS agenda. But the extent to which their responsibilities are spelled out within the NAPs varies greatly. These disparities make it difficult to evaluate how NATO member states are doing and to compare and contrast efforts of allies.

As national militaries prepare to support NATO goals and missions, UNSCR 1325 and its related resolutions must be fully integrated and mainstreamed into national security and military strategies, policies, and plans. A shared gender perspective among NATO member and partner states will ensure greater interoperability in meeting NATO's core security tasks, which will ultimately contribute to greater operational effectiveness.

THE 1325 SCORECARD

The 1325 Scorecard provides a methodology for assessing how well NATO Allies and partners are integrating the principles of UNSCR 1325 into military operations. The Scorecard is unique in that it focuses on the integration of the principles of UNSCR 1325 into military institutions and operations, while existing evaluation tools focus on the overall implementation of UNSCR 1325 rather than military operations.

The Scorecard has three main objectives.

First, the Scorecard is intended as an assessment and evaluation tool. The Scorecard encompasses a simple set of indicators that evaluate how well or how well NATO member states (and partners) are implementing the principles of UNSCR 1325 in military structures and operations. The indicators are not intended to be comprehensive. Rather, they seek to identify a limited set of critical indicators and benchmarks that provide a picture of a country's progress toward meeting the objectives of UNSCR 1325 and Bi-SCD 40-1.¹⁷ More specifically, the Scorecard measures how well the principles of UNSCR 1325 are integrated into national security policies and operations, and whether there are dedicated accountability mechanisms. At the political level, the Scorecard examines whether there is political will to implement the principles of UNSCR 1325. For example, has a NAP been adopted and are specific resources set aside for implementation?

At the institutional policy and practice level, the Scorecard measures whether gender is institutionalized and mainstreamed, and whether gender perspectives are integrated in all phases of military operations (i.e. planning, execution, and evaluations). In addition, the Scorecard identifies indicators that demonstrate whether all barriers to the active and meaningful participation of women in all aspects of military activities and operations have been eliminated. It also measures how the military deals with gender-based and sexual violence within

¹⁴ *The annual meetings of the NATO Committee on Gender Perspectives have also underscored the inconsistent implementation of UNSCR 1325 by member states. See also Jesus Ignacio Gil Ruiz, Women, NATO and the European Union, Cuadernos de Estrategia, No. 157, 2012, pgs. 94, 97-98. (available in English and Spanish through Dialnet Universidad de la Rioja.)*

¹⁵ *Of the 17 NATO member states that have adopted NAPs, 10 have identified indicators which measure progress. Of the 10 NATO Partner countries with NAPs, six have identified indicators.*

¹⁶ *In the United States the White House National Security Council is the lead agency.*

¹⁷ *The North Atlantic Council first adopted Bi-SCD 40-1 in 2009. The Directive was updated in 2012. Bi-SCD 40-1 aims to ensure the implementation of UNSCR 1325 (and related resolutions) in its Command and Force Structures, as well as in all NATO operations. More specifically it requires that all operations have integrated a gender perspective.*

their institutions and in their area of operations. Finally, the Scorecard examines whether monitoring and accountability mechanisms are in place and to what extent sex-disaggregated data is collected and lessons learned captured.

The second objective of the Scorecard is to function as an educational tool that allows NATO member and partner countries to learn from the experiences of other nations. Numerous studies show that there is still little awareness and understanding of UNSCR 1325 and the WPS framework. There is much discussion about gender mainstreaming, but many people continue to equate gender with women and gender mainstreaming with increasing the number of women in organizations. Similarly, while there is an increasing awareness within military establishments that conflict affects men and women differently, military establishments have a hard time figuring out what this reality means for them in terms of operations and how to convey this to military personnel. By collecting and examining best practices, the 1325 Scorecard becomes a powerful educational tool and helps develop a greater understanding of gender mainstreaming within military structures.

Lastly, the Scorecard facilitates standardization across NATO member and partner states in training, implementation, and monitoring and evaluation of UNSCR 1325 and WPS in the context of NATO-led missions and operations.

PRELIMINARY FINDINGS

Political Will

The integration of the principles of UNSCR 1325 into national security policies and military operations require political will and commitment. In principle, all NATO member and partner nations have endorsed NATO's Action Plan and Bi-SCD 40-1. That said, only 17 out of 28 NATO member states and 14 out of 41 partners have adopted 1325 NAPs. Additionally, in many cases the Department or Ministries of Defense (D/MoD) do not have their own action and implementation plans with accompanying benchmarks and goals that would facilitate measuring progress. Finally, very few states have allocated dedicated resources to the implementation of their NAPs.

States with the best overall score for the implementation of UNSCR 1325 all had NAPs that mentioned the D/MoD as a principal actor, outlined clear lines of responsibility through an action plan specific to the D/MoD, and allocated resources for implementation.

Institutional Policy and Practice

Integrating the principles of UNSCR 1325 and the WPS agenda into military institutions and operations means: (1) knowing how to integrate a gender perspective when planning, executing, or evaluating military activities; (2) being cognizant of gender imbalances within military organizations; and (3) the development of strategies to promote gender balancing and integrate gender perspectives in all operations (that is, gender mainstreaming). In addition, follow on resolutions to UNSCR 1325 have paid particular attention to the prevention of sexual violence and abuse in conflict situations. Sexual violence and abuse by international peacekeepers and within military institutions has been of particular concern, both internationally and nationally.

Gender Perspectives

“...a gender perspective is much more than female members in the team. It is about having and using knowledge about the gender roles and situations of both men and women in all activities of the mission.”

BG Claesson, Commanding Officer, Multi-national Force, ISAF, 2012-13¹⁸

¹⁸ *Ibid.*

The successful implementation of UNSCR 1325 requires the integration of a gender perspective into military exercises, operations, and other military activities. The integration of a gender perspective is defined in NATO's Bi-SCD 40-1 as "a way of assessing gender-based differences of women and men reflected in their social roles and interactions, in the distribution of power and access to resources."¹⁹ It is a learned process that is not innate to men or women. To demonstrate this point, it has been shown that it is possible to apply a gender perspective within male-dominated organizations. For example, when the US Army Special Forces Command, a male-dominated organization, concluded that successful completion of its mission in Afghanistan was hindered because they could not engage with half of the population (local women) due to restrictive cultural norms, the Command was in fact applying a gender perspective. In this case, the solution to the problem was the recruitment of female soldiers to serve on Cultural Support Teams (CST) that were deployed with Special Forces.²⁰ According to 1Lt Krista Searle, "[The military] found this niche where they see female soldiers have an impact in establishing relationships with the (Afghan) female population, being able to build trust, talk to them, and get kind of an inside look at what's going on in the civilian population."²¹

Indeed, a gender perspective does not require adding more women to the equation. For example, the Swedish Provincial Reconstruction Team (PRT) in Afghanistan was planning for a large operation involving heavy vehicles. The Gender Advisor (GENAD), CDR Urban Raedestad, who was consulted on the plan, foresaw that the heavy vehicles combined with the rain and snow would damage the roads. This would have different gender consequences. By applying a gender analysis he was able to recognize that men usually worked outside of their village and would not be affected, but the children and women who used the roads to travel to school and handle chores would encounter important disruptions of their daily activities. Therefore, he advised the commander to seek different transportation options. This gender analysis also allowed the Commander to narrow the area of operations.²²

The integration of a gender perspective involves a systematic process of assessing gender-based differences of women and men reflected in their social roles and interactions, particularly in the distribution of power and the access to resources. In providing a safe and secure environment in conflict areas, military personnel must develop a gender perspective in order to accurately analyze the environment in which they operate.

Applying a gender analysis and integrating a gender perspective in conflict situations and daily operations must start long before military forces deploy. Integrating a gender perspective in pre-deployment routine work is important so that by the time troops deploy, a gender perspective has become innate to an institution. The differing security needs of the men, women, boys, and girls who soldiers might encounter during the course of a mission must be addressed. Similarly, the impact that social power imbalances have on the successful completion of the mission must be analyzed beforehand.

Unfortunately, most conflict analyses and military institutions do not adequately take into consideration the role of gender in conflict and post-conflict situations. The military, in particular, has generally been gender ignorant. Too often gender perspectives are equated with simply increasing the numbers of *women* within the military. However, gender does not mean women, and a gender perspective is not limited to the presence of women within the armed forces.

Gender Balancing

Gender balancing refers to the inclusion of both men and women as participants in the armed forces and supports the WPS agenda's pillar of participation. Military operations are deemed to be more effective when militaries simultaneously utilize the experiences and skills of both men and women. Women in NATO-led forces can serve as a force multiplier, especially when engaging with cultures where highly restricted gender roles limit male soldier interaction with the local female population. For example, US Female Engagement Teams (FETs) and Cultural Support Teams (CSTs) in Afghanistan allowed NATO forces to interact with the population as a whole. The presence of female soldiers allowed military units to engage men, women, and children in ways that were different from their male counterparts and in many instances led to better overall

19 NATO Bi-SC 40-1 REV 1, *Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure*, p. 3. (2012).

20 Nathan Goodall, "Female soldiers set sights on special operations" at www.army.mil, April 2013, available at <http://www.army.mil/article/100063/>; Ellen Haring, Megan MacKenzie, and Chantal de Jonge Oudraat, "Women In Combat: Learning from Cultural Support Teams," *WIIS Policy Brief*, August 2015.

21 *Ibid.*

22 *Nordic Centre for Gender in Military Operations*, *Whose Security? Practical Examples of Gender Perspectives in Military Operations*, (Stockholm: Nordic Center for Gender in Military Operations, 2015) p.16.

assessments and intelligence collection. In some instances the presence of female soldiers reduced tensions during military operations.²³ In Iraq, during the 2003 Operation Antica Babilonia, female soldiers played a key role in ensuring that local women received humanitarian assistance. Before the arrival of forty female soldiers, local women were unable to access aid because male soldiers were not allowed to search them at checkpoints leading to the distribution areas.²⁴

Although UNSCR 1325 outlines women's participation in security institutions as an important pillar of its agenda, women remain grossly underrepresented in military institutions, including in international peace operations.²⁵ In 2013, women represented only 10.5% of NATO forces, with the highest representation in the militaries of Hungary (20.3%), the United States, (18%) and Latvia (16.5%).²⁶ Women also continue to face several barriers and challenges in serving, such as sexual harassment and restricted career opportunities, especially in key leadership positions.²⁷

According to a recent study about women in the armed forces of Allied countries entitled *UNCSR 1325 Reload*, several new human resources strategies have proven useful in providing an environment conducive to increasing participation of women.²⁸ These include efforts to increase recruitment and retention that are supported by policies to improve work-life balance. Similarly, policies such as liberal maternity leave are effective for increasing the number of women in the military. Legislation is also important and removing laws and policies that restrict women to certain occupations, like the rescission of the US 1994 Direct Ground Combat Rule, has helped change perspectives and increase women's participation in the military.²⁹

Gender Mainstreaming

NATO has defined gender mainstreaming as “a strategy to achieve gender equality by assessing the implications for women and men of any planned action, including legislation, policies and program in all areas and at all levels.”³⁰ While gender balancing and the integration of gender perspectives are key elements of the implementation of the WPS agenda, gender mainstreaming is the strategy by which organizations implement these concepts. Our Scorecard research has revealed that there are several key instruments that help organizations mainstream gender, including: the appointment of a gender advisor at the Commander level; training; and institutionalization.

The Importance and Role of the Gender Advisor (GENAD)

The GENAD is the Commanders' best resource in the implementation of gender perspectives into the planning, execution, and evaluation of military operations. Although integrating a gender perspective is the responsibility of the Commander, the GENAD is a major player in the implementation process, since he/she provides advice on all gender-related issues. The GENAD can assist in performing a gender analysis and can conduct operational assessments. The GENAD also plays a major role in establishing liaisons with external actors in the area of operation. These might include local NGOs, local security forces, and members of the civilian population.

In 2010, the NATO Kosovo Force (KFOR) created the position of GENAD at the KFOR HQ level.³¹ To assist the GENAD, Liaison Monitoring Teams (LMT) were created which included gender focal points (GFPs). The LMTs were located directly under the chief of staff, increasing the potential to improve gender mainstreaming in KFOR operations.

23 See for example, Ellen Haring, Megan MacKenzie, and Chantal de Jonge Oudraat, “Women In Combat: Learning from Cultural Support Teams,” WIIS Policy Brief, August 2015.

24 Nordic Centre for Gender in Military Operations, *Whose Security? Practical Examples of Gender Perspectives in Military Operations*, (Stockholm: Nordic Center for Gender in Military Operations, 2015).

25 An analysis of National Reports to the NATO Committee on Gender Perspectives shows that although women's participation in armed forces has steadily increased over the last several decades, they are still largely underrepresented. See also Cristina Figueroa et al., *UNSCR 1325 Reload: An Analysis of Annual National Reports to the NATO Committee on Gender Perspectives from 1999-2013: Policies, Recruitment, Retention & Operations*. (Madrid: Australian Human Rights Commission and Universidad Rey Juan Carlos, 2015). This study was carried out with the support of the NATO Science for Peace and Security Program.

26 *Ibid.*

27 *Ibid.*

28 *Ibid.*

29 US Department of Defense Release No: 037-13, *Defense Department Rescinds Direct Combat Exclusion Rule; Services to Expand Integration of Women into Previously Restricted Occupations and Units* (2013), accessed on August 12, 2015 available at <http://www.defense.gov/releases/>.

30 Bi-SC 40-1 REV 1, August 8, 2012, *Key Definitions*, p.5

31 2013 Review, p.55

The findings of the ‘1325 Scorecard’ research indicate that the appointment of a GENAD at the Commander level is a key indicator of a state’s and military’s commitment to the implementation of UNSCR 1325. To date, very few NATO members have appointed GENADs pursuant to the guidelines of Bi-SCD 40-1.

Training

Successful implementation of a gender perspective requires systematic training conducted at all levels, from the lowest ranking soldier to senior military leaders. Military personnel must be trained on the integration of a gender perspective at the strategic, operational, and tactical levels.

Strategic level. Strategic leaders and staff need the knowledge and tools to integrate a gender perspective into their daily work and the military’s preparation for deployment. Senior leaders and staff need to understand the significance of a gender perspective by first understanding the international framework which includes UNSCR 1325, and other related resolutions of the WPS agenda. Strategic leaders should also have an understanding of how gender perspectives support operations in order to provide the proper guidance to staff. Staff then must know how to integrate a gender perspective into their particular areas to support a variety of missions.

Operational level. Leaders and staff must understand how to integrate a gender perspective into the planning, execution, and evaluation of military operations. Planning for operations includes planning and conducting pre-deployment training and education for troops, units, and officers. Effective and efficient training is required for all elements of the staff, including: J1-Human resources; J2- Intelligence; J3-Operations; J4-Logistics; J5-Plans; J7-Training; J8-Budget; and J9-Civil-Military Co-operation (CIMIC).

Tactical level. At the tactical level, it is important for units to understand how to integrate gender perspectives into their daily work and future peace operations to better support human rights and the overall security situation. Tools for integrating a gender perspective in military operations and through a comprehensive gender approach consider the entire population in the area of operations. On a daily basis, military personnel should be trained to look for gender issues that impact their work. They can also benefit from scenario-driven training that emphasizes issues soldiers might encounter on the ground during deployments, as well as possible solutions for handling them. For example, troops should be trained on how to look for and address Sexual Gender Based Violence (SGBV) in the area of operation.

In addition to scenario-based trainings, a practical way of implementing a gender perspective is through the use of specific checklists, which allow institutions to ensure that a gender perspective is systematically included in all operations, exercises, and other activities. Due to the range of crisis response operations and missions that NATO may be called upon to conduct, cross-cutting checklists may be adopted to particular missions. For a sample checklist see **Box A**.

Finally, while training benefits the individual, once the individual departs the unit, the training that he or she receives travels with him/her. To ensure that a gender perspective has an enduring impact within the organization, training must continue until it is fully institutionalized. Only then will a more systematic implementation of the principles of UNSCR 1325 be achieved.

BOX A: SAMPLE CHECKLIST

1. How does the security situation affect women, men, girls and boys?
2. How do the different movement patterns of men, women, boys and girls serve as indicators of the current security situation?
3. What risks, similar and/or different do men, women, boys and girls face?
4. What are the differences in vulnerabilities between these groups (women, men, boys and girls)?
5. Are women’s and men’s security issues known, and are their concerns being met? Security issues for different women should also be taken into consideration.

6. 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 (Percent of forces/groups, by grade or category).
7. What role do women play in the different parts of and social groups in the society?
8. 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?
9. Is there gender disaggregated data on for example political participation, education, refugees, prisoners, health related issues, refugees, SGBV, etc.

Source: Supreme Allied Command, Europe (2012) NATO Bi-Strategic Command Directive (BI-SCD) 40-1, "Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure," Annex D1.

Gender-Based Sexual Violence

The UN Security Council, the North Atlantic Council, and many regional organizations and national governments have recognized the pernicious and devastating effects of conflict-related sexual and gender-based sexual violence. They have also been attentive to sexual assault and abuse within their militaries and have recognized that gender-based sexual violence is often ignored and under-estimated. The male-dominated nature of military institutions often means that very traditional ideals of masculinity are glorified and a hypermasculine culture nurtures ideas of intolerance and discrimination, in which abuse may become normalized.

A recent study supported by NATO's Science for Peace and Security (SPS) Programme on gender complaints procedures within the armed forces of Allied countries also found that reports of complaints about sexual harassment and discrimination are often dismissed as trivial or unfounded.³² There is no standard definition of what constitutes sexual assault and abuse, nor is there a standard procedure by which NATO member states deal with sexual harassment and assault issues. The United States, for example, keeps complaints within the military command structure. However, other NATO member or partner nations such as Sweden, will refer complaints of sexual assault and abuse to civilian institutions. Similarly, the way states report on incidences of sexual assault and abuse is very uneven. This impedes the search of solutions to the problem and does not allow authorities to tackle the underlying causes of misconduct and in some cases, criminal behavior.

Monitoring, Reporting, and Evaluation

Monitoring and evaluation are critical to ensuring that the principles of UNSCR 1325 are integrated into policies. Reporting mechanisms and the content of the reporting varies greatly among NATO member and partner countries. In general, the simple collection of sex-disaggregated data is insufficient. Similarly, the lack of clearly established ways to capture best practices and lessons learned impedes progress amongst military institutions. Accurate and transparent monitoring, reporting, and evaluation is key to establishing benchmarks, strengthening the bases to manage results, identifying gaps, framing strategic planning, and to supporting accountability measures.

Concluding Remarks

The integration of the principles of UNSCR 1325 into military operations is in its nascent stage and there are challenges associated with its full realization. For many soldiers, gender perspectives remain foreign concepts and gender analyses do not come naturally, hence the importance of the appointment of a GENAD at the Commander level. The transformational potential of UNSCR 1325 and the true integration of gender perspectives in conflict analyses is still not the norm in many NATO member and partner countries.

Without implementation at the national level the integration of gender perspectives in NATO-led operations will fall short. Therefore, it is imperative to have all NATO members and partners on board and have a common understanding about what is required. The implementation of the principles of UNSCR 1325 is not only the correct approach from a strategic standpoint, with a view to operational effectiveness, but it is also the right approach from a normative perspective.

³² DCAF, Gender and Complaints in Armed Forces: A Handbook for Prevention, Response and Monitoring (Geneva: DCAF, April 2015), p.14.

THE 1325 SCORECARD TEMPLATE

CATEGORY	EXPECTED OUTCOME	INDICATORS	YES	NO	SCORE
I. National Importance/ Political Will	<p>There is strong political support at the highest levels to integrate gender perspectives in the nation's foreign and defense policies.</p> <p>The principles of UNSCR 1325 (2000) and its related resolutions [1820 (2008); 1888 (2009); 1889(2009); 1960 (2010); 2106 (2013) and 2022 (2013)] — also known as the Women, Peace and Security (WPS) agenda — are fully integrated and mainstreamed in foreign and national security policies.</p> <p>Foreign and defense officials recognize the importance of:</p> <ul style="list-style-type: none"> • Participation of women at all levels of decision-making; • Protection of women and girls from sexual and gender-based violence; • Prevention of violence against women through the promotion of women's rights; • Mainstreaming of gender perspectives in foreign and defense policies. <p>The Department/Ministry of Defense (D/MoD) is a principle and integral player in the implementation of the UNSCR 1325/WPS National Action Plan (NAP).</p> <p>Specific resources and positions for the implementation of the NAP have been allocated for the D/MoD.</p>	<p>I.1 – Are the principles of WPS/UNSCR 1325 mentioned in the major foreign policy or national security documents?</p>			
		<p>I.2 – Does the nation have a National Action Plan (NAP) in support of WPS/UNSCR 1325?</p>			
		<p>I.3 – Does the NAP mention the Department/Ministry of Defense (D/MoD) as a principal actor?</p>			
		<p>I.4 – Does the D/MoD have its own action/implementation plan in order to meet its NAP objectives?</p>			
		<p>I.5 – Has a budget been allocated for NAP implementation?</p>			
		<p>I.6 – Has a budget been allocated for the D/MoD NAP implementation?</p>			
Total Score: 30					

II. Institutional Policy and Practice		Total Score: 121
<p>II.A. Strategy, Plans and Policy</p> <p>Gender perspectives have been integrated in the major directives and guidance documents related to doctrine, planning, policy, and operations. A gender perspective is introduced in all phases of military operations and missions, and adapted to specific operational contexts.</p> <p>Moreover relevant documents highlight the importance of recognizing that women, girls and boys are more vulnerable to sexual and gender-based violence and sexual exploitation and abuse during conflict. Attention is given to provide protection and uphold the freedom of movement of women and girls.</p> <p>Gender Advisors (GENAD) have been identified, assigned and trained to ensure that a gender perspective is an integrated part of exercises, operations and other military activities. GENADs are deployed as part of the Commander staff at both a strategic and operational level.</p> <p>Gender Focal Points (GFP) have been identified and assigned to work at the operational and tactical levels to ensure that a gender perspective is fully integrated into the daily activities of the operation.</p>	<p>II.A.1 – Are the principles of WPS/UNSCR 1325 referred to in key documents related to military strategy, plans, and policy?</p>	
	<p>II.A.2 – Are the principles of WPS/UNSCR 1325 integrated into exercises, operations, and other military activities?</p>	
	<p>II.A.3 – Is the responsibility for the protection of vulnerable persons (women, girls, and boys) from sexual violence included in military strategic documents, field manuals and other similar publications?</p>	
	<p>II.A.4 – Has a full time gender advisor (GENAD) been appointed in accordance with NATO Bi-SC Directive 40-1?</p>	
	<p>II.A.5 – Is the GENAD assigned as a member of the commander's staff?</p>	
	<p>II.A.6 – Has the GENAD received training?</p>	
	<p>II.A.7 – Are there Gender Focal Points (GFP) assigned throughout the organization?</p>	
	<p>II.A.8 – Have the GFPs received training?</p>	

<p>II.B. Training, education and exercises</p>	<p>WPS principles and gender perspectives are fully integrated into the curricula of training and educational activities. Education and trainings include: gender and cultural/social awareness; overview of UNSCR 1325; how UNSCR 1325 relates to operational effectiveness; and sexual violence, including sexual exploitation and abuse. (NATO Bi-SC Directive 40-1, paragraph d, page 9).</p> <p>Prior to new operations and missions, appropriate training in the principles of WPS/UNSCR 1325 and how to apply a gender perspective have been conducted as prerequisites to successful mission accomplishment. Pre-deployment training includes, at a minimum, each of the elements mentioned in NATO Bi-SCD 40-1.</p>	<p>II.B.1 – Are the principles of WPS/UNSCR 1325 integrated into the education and training for military personnel at the junior-level (NATO military ranks OF 1–2; OR 2–4)?</p> <p>II.B.2 – Are the principles of WPS/UNSCR 1325 integrated into the education and training for military personnel at the mid-level (NATO military ranks OF 3, OR 5–7)?</p> <p>II.B.3 – Are the principles of WPS /UNSCR 1325 integrated into the education and training for military personnel at the senior-level (NATO military ranks OF 4+, OR 8+)?</p> <p>II.B.4 – Are the principles of WPS/UNSCR 1325 integrated into any other training of staff?</p> <p>II.B.5 – Do military personnel receive special training on the protection of vulnerable persons from sexual violence in conflict?</p> <p>II.B.6 – Are the principles of WPS /UNSCR 1325 included in pre-deployment training?</p> <p>II.B.7 – As a minimum, does pre-deployment training include the following areas in accordance with NATO Bi-SCD 40-1:</p> <ul style="list-style-type: none"> – the importance of protection, rights and needs of women, men, girls, and boys? – information on how to engage with and increase the participation of local women and how to exchange information with women? – cultural awareness training based on an analysis of gender relation in the area of operations (AO)? – how integrating a gender perspective can serve as a force enabler and increase operational effectiveness of the mission? – an understanding of measures with respect to international law regarding the rights and protection of women and girls, especially civilians during armed conflict? – specific gender training focused on the AO? 		
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II.C. Gender in the Ranks	<p>Women's equal participation and integration is actively sought and promoted in the national armed forces. Women serve at all ranks and in all disciplines. Women are also deployed in all ranks and disciplines. Countries with a low percentage of women serving have established targets.</p>	<p>II.C.1 – How many women (%) serve on active duty in the military?</p> <p>II.C.2 – How many women (%) are deployed in military operations abroad?</p> <p>II.C.3 – Are all positions in the armed forces open to women?</p> <p>II.C.4 – Do women serve as flag officers (NATO OF 6 or above)?</p> <p>II.C.5 – Are there target numbers (%) to increase the number of women in the military?</p>		
II.D. Work Environment	<p>The work environment is conducive to the recruitment of women. Special policies such as maternity and paternity leave and other related family policies have been put into place to improve the quality of life for military personnel and enhance recruitment.</p> <p>In addition, there are programs that create a positive climate and environment of trust and respect for all. There is a policy of zero tolerance with regard to sexual harassment, and exploitation and abuse (SEA) either within the services, within missions or against civilians in host nations. Both internal and external sexual exploitation and abuse is addressed.</p>	<p>II.D.1 – Are there human resource policies such as maternity/paternity leave, childcare or family leave policies?</p> <p>II.D.2 – Is there a sexual harassment and sexual exploitation and abuse (SEA) program for protection of military personnel “within” the nation?</p> <p>II.D.3 – Is there a sexual harassment and sexual exploitation and abuse (SEA) prevention program to address SEA of military personnel of another nation or civilians of the host nation (e.g. one military person from a nation sexually assaulting a military person from another nation, or a civilian from the host nation)?</p> <p>II.D.4 – Is there gender-specific individual equipment?</p>		

Monitoring, Reporting and Evaluation		Total Score: 20	
<p>Effective monitoring and reporting mechanisms are in place for the nation's implementation efforts of UNSCR 1325 so as to allow the nation to track how well it is doing, identify problem areas and make changes. The process is transparent and actively involves civil society.</p>	III.1 – Are there national monitoring and reporting requirements?		
	III.2 – Are there specific reporting requirements for D/MoD?		
	III.3 – Are sex-disaggregated data and lessons learned collected within the D/MoD context?		
	III.4 – Is there involvement of civil society in the NAP review?		

SCORE TOTAL _____ (Total Possible Points: 171)

THE 1325 SCORECARD

SCORING PROTOCOL

The Scorecard has two scoring systems; a letter system and a numerical system. The letter system ranges from A to F and assesses the extent to which a nation has:

- (1) Integrated a gender perspective in its military operations;
- (2) Promoted the role of women in the military and more generally gender equality; and
- (3) Adopted and implemented a zero tolerance policy for sexual exploitation and abuse.

The letter system also assesses the performance of a nation within each category and sub-category. The numerical system is used to rank individual indicators. The numerical scoring system goes from 0 to 5, with 0 being the lowest value meaning that no action on that indicator has been taken, and 5 the highest value with full action being taken.

- A: Excellent (A=171-151)
 B: Good/Satisfactory (B=150 -130)
 C: Average/Insufficient (C=129 -109)
 D: Strongly insufficient (D=108-88)
 F: Failure (< 87)

Indicator	YES/ NO	Value	Score Explanation
I. NATIONAL IMPORTANCE/POLITICAL WILL			
I.1 – Are the principles of WPS/ UNSCR 1325 mentioned in the major foreign policy or national security documents?	YES	5	Explicit reference is made in the major (top) foreign and security policy documents to UNSCR 1325 (2000) and its related resolutions [1820 (2008); 1888 (2009); 1889(2009); 1960 (2010); 2106 (2013) and 2022 (2013)] and/or the Women, Peace and Security Agenda (WPS). This is translated into specific actions with an aim to promote the WPS agenda.
		4	Reference is made to gender equality and women’s rights or women’s empowerment as one of the major aims of foreign policy and national security policy.
		2	Reference is made only to protection and prevention of conflict related (gender-based) sexual violence.
	NO	0	No reference is made to any of the above mentioned principles of WPS.
I.2 – Does the nation have a National Action Plan (NAP) in support of WPS/UNSCR 1325?	YES	5	A nation has adopted a 1325 National Action Plan (NAP).
	NO	0	A nation has no action plan.
I.3 – Does the NAP mention the Department/ Ministry of Defense (D/ MoD) as a principal actor?	YES	5	The Department or Ministry of Defense (D/MoD) is mentioned as a principal actor in implementation of the WPS agenda and specific tasks were given to the D/MoD.
	YES	3	The Department or Ministry of Defense (D/MoD) is mentioned as a principal actor in implementation of the WPS agenda but no specific tasks or action points were given to the D/MoD.
	NO	0	The D/MoD is not mentioned.

I.4 – Does the D/MoD have its own action/implementation plan in order to meet its NAP objectives?	YES	5	The D/MoD has its own action/implementation plan for NAP implementation or has received specific tasks in the NAP.
		4	The D/MoD has implementation guidelines, that is, suggested rather than required actions.
	NO	0	In all other cases.
I.5 – Has a budget been allocated for NAP implementation?	YES	5	Specific resources and/or positions have been allocated for NAP implementation within the government.
	NO	0	In all other cases.
I.6 – Has a budget been allocated for the D/MoD NAP implementation?	YES	5	Specific resources and/or positions have been allocated or created for NAP implementation by the D/MoD (resources may be allocated by other departments or ministries, but NAP implementation is completed by D/MoD).
	NO	0	In all other cases.
Total Score	Max. 6x5 =30		A 30 - 27 B 26 - 23 C 22 - 19 D 18 - 15 F < 14

II. INSTITUTIONAL POLICY AND PRACTICE

II.A – Strategy, Plans and Policy

II.A.1 – Are the principles of WPS/ UNSCR 1325 referred to in key documents related to military strategy, plans, and policy?	YES	5	WPS principles, and gender analyses and gender perspectives are integrated into strategy, plans and policy in doctrinal documents at the strategic, operational and tactical levels. Also mentioned in field manuals and handbooks.
		4	The above is mentioned in field manuals and handbooks.
		3	The above is mentioned as an important guideline for operations on the website.
		2	The need for a gender perspective is mentioned in a particular operation.
		0	No mention is made of WPS principles, the need for a gender analysis or a gender perspective.
II.A.2 – Are the principles of WPS/ UNSCR 1325 integrated into exercises, operations, and other military activities?	YES	5	A gender perspective is consistently integrated into military exercises, operations, or other military activities as evidenced by documents to include exercise directives, operations orders, etc.
	YES	3	A gender perspective is integrated into military exercises, operations, or other military activities on an ad hoc basis, as evidenced by documents to include exercise directives, operations orders, etc.
	NO	0	
II.A.3 – Is the responsibility for the protection of vulnerable persons (women, girls and boys) from sexual violence included in military strategic documents, field manuals, and other similar publications?	YES	5	Sexual violence is mentioned in strategy, plans and policy documents at the strategic, operational and tactical levels. Also mentioned in field manuals and handbooks. Sexual violence perpetrated on military/ civilian personnel within the force/operation and GBV perpetrated on military, combatants, and civilians of the host nation.
		4	Sexual violence is mentioned in field manuals and handbooks.

		3	Sexual violence is mentioned as an important guideline for operations on the website.
		2	Sexual violence is mentioned in a particular operation.
	NO	0	No mention is made of sexual violence.
II.A.4 – Has a full time gender advisor (GENAD) been appointed in accordance with NATO Bi-SC Directive 40-1?	YES	5	A full-time Gender advisor (GENAD) has been appointed at the strategic and operational levels.
		4	A full-time GENAD has been appointed at other levels (e.g as part of Human Resources staff).
		3	A part-time GENAD has been appointed at the strategic and operational levels.
		2	A GENAD has been appointed for a specific mission.
	NO	0	No GENAD has been appointed.
II.A.5 – Is the GENAD assigned as a member of the commander’s staff?	YES	5	The GENAD has been assigned as a member of the commander’s staff.
	YES	4	The GENAD has been assigned elsewhere in the organization.
	NO	0	
II.A.6 – Has the GENAD received training?	YES	5	The GENAD has received GENAD NATO certified training as part of an established practice.
		4	GENAD received other gender training as part of an established practice
		3	The GENAD received gender training on an ad hoc basis rather than an established practice
	NO	0	GENAD has not received gender training.
II.A.7 – Are there Gender Focal Points (GFP) assigned throughout the organization?	YES	5	GFPs have been appointed.
	NO	0	No GFPs have been appointed.
II.A.8 – Have the GFPs received training?	YES	5	GFPs have received GFP NATO certified training as part of an established practice.
		4	GFPs have received other gender training as part of an established practice.
		3	The GFPs received gender training on an ad hoc basis rather than an established practice
	NO	0	GFPs have not received training.
Max Total Score	8x5 =40		A 40 - 36 B 35 - 31 C 30 - 26 D 25 - 21 F < 20
II.B Training, Education and Exercises			
II.B.1 Are the principles of WPS/ UNSCR 1325 integrated into the education and training for military personnel at the junior-level (NATO military ranks OF 1-2; OR 2-4)?	YES	5	WPS principles and gender perspectives are integrated into the education and training for military personnel at the junior-level as part of an established, consistent practice (OF 1-2; OR 2-4).
	YES	3	WPS principles and gender perspectives are integrated into the education and training for military personnel at the junior-level on an ad hoc basis (OF 1-2; OR 2-4).
	NO	0	Not included.

II.B.2 – Are the principles of WPS/ UNSCR 1325 integrated into the education and training for military personnel at the mid–level (NATO military ranks OF 3, OR 5–7)?	YES	5	WPS principles and gender analyses/perspectives are integrated into the education and basic training for military personnel at the mid-level as part of an established, consistent practice (OF 3 and OR 5-7).
	YES	3	WPS principles and gender analyses/perspectives are integrated into the education and basic training for military personnel at the mid-level on an ad hoc basis (OF 3 and OR 5-7).
	NO	0	Not included
II.B.3 – Are the principles of WPS / UNSCR 1325 integrated into the education and training for military personnel at the senior–level (NATO military ranks OF 4+, OR 8+)?	YES	5	WPS principles are integrated into the education and basic training for military personnel at the senior level as part of an established, consistent practice (OF 4- and OR 9).
	YES	3	WPS principles are integrated into the education and basic training for military personnel at the senior level on an ad hoc basis (OF 4- and OR 9).
	No	0	Not included.
II.B.4 – Are the principles of WPS/ UNSCR 1325 integrated into any other training of staff?	YES	5	Other staff training provides a gender perspective.
	NO	0	Not included.
II.B.5 – Do military personnel receive special training on the protection of vulnerable persons from sexual violence in conflict?	YES	5	Military personnel receives training on sexual violence and sexual exploitation and abuse (both internally and externally focused)
		4	Military personnel receives training on sexual violence (within the force; internally focused) OR training on sexual exploitation and abuse (conflict related sexual violence; externally focused)
	NO	0	Not included.
II.B.6 – Are the principles of WPS /UNSCR 1325 included in pre–deployment training?	YES	5	Military personnel receives training on the WPS principles and gender perspectives at pre-deployment training. WPS principles are consistently integrated into pre-deployment training.
		4	Military personnel receives training on the WPS principles and gender perspectives at pre-deployment training on an ad hoc basis.
		3	Only receives training on sexual and sexual exploitation and abuse (e.g. conflict related sexual violence).
	NO	0	Not included.

II.B.7 – As a minimum, does pre-deployment training include the following areas in accordance with NATO Bi-SCD 40-1: – the importance of protection, rights and needs of women, men, girls and boys; – information on how to engage with and increase the participation of local women and how to exchange information with women; – cultural awareness training based on an analysis of gender relation in the area of operations (AO); – how integrating a gender perspective can serve as a force enabler and increase operational effectiveness of the mission; – an understanding of measures with respect to international law regarding the rights and protection of women and girls, especially civilians during armed conflict; – specific gender training focused on the AO.	YES	6	One point per issue.
Max. Total Score	6x5+ 1x6 =36		A 36 - 32 B 31 - 27 C 26 - 22 D 21 - 17 F < 16
II.C – Gender in the Ranks			
II.C.1 – How many women (%) serve in the military? ³³ This percent is measured against the total number of military personnel.	YES	5	19.28% and higher
		4	14.60% - 19.27%
		3	9.93% – 14.59%
		2	5.25% – 9.92%
		1	0.57% – 5.24%
	NO	0	No women serve in the military
II.C.2 – How many women (%) are deployed in military operations abroad? ³⁴ This percent is measured against the total number of personnel deployed.	YES	5	11.13% - 13.88%
		4	8.38% – 11.12%
		3	5.63% – 8.37%
		2	2.88% – 5.62%
		1	0.13% – 2.87%
	NO	0	Women are not deployed in military operations.
II.C.3 – Are all positions in the armed forces open to women?	YES	5	All positions are open to women.
	NO	0	Some positions are closed to women.
II.C.4 – Do women serve as flag officers (NATO OF 6 or above)? – This should be interpreted as the percent of women in the military who serve as flag officers.	YES	5	There are women flag officers OF 6 or above.
	NO	0	There are no women flag officers OF 6 or above.

³³ Note on scoring: Percentages were compared by their standard scores, based on the standard deviation from the mean. In order to assign a score of 1-5 based on our scoring system, we added “3” to each standard score, essentially sliding the x-axis underneath the distribution. This transformation of adding “3” did not affect the distribution of data.

³⁴ Ibid.

II. C.5 – Are there target numbers (%) to increase the number of women in the military?	YES	5	A nation has set a target to increase the number of women in the military.
	NO	0	A nation doesn't have target numbers.
Max. Total Score	5x5 =25		A 25 - 23 B 22 - 20 C 19 - 17 D 16 - 14 F < 13
II.D. Work Environment			
II.D.1 – Are there human resource policies such as maternity/paternity leave, childcare or family leave policies? ³⁵ The amount of paid maternity leave is measured as an indicator.	YES	5	320-400 calendar days of paid maternity leave are provided.
		4	240-319 calendar days of paid maternity leave are provided.
		3	160-239 calendar days of paid maternity leave are provided.
		2	80-159 calendar days of paid maternity leave are provided.
		1	1-79 calendar days of paid maternity leave are provided.
	NO	0	No paid maternity leave policies.
II.D.2 – Is there a sexual harassment and sexual exploitation and abuse (SEA) program for protection of military personnel “within” the nation?	YES	5	There is a functioning program, and the number of reported cases are made public.
		2	There is a functioning program, but the number of reported cases are not made public.
	NO	0	There is no specific program.
II.D.3 – Is there a sexual harassment and sexual exploitation and abuse (SEA) prevention program to address SEA of military personnel of another nation or civilians of the host nation?	YES	5	There is a SEA prevention program.
	NO	0	There is no prevention program.
II.D.4 – Is there gender-specific individual equipment?	YES	5	There is gender-specific individual equipment.
	NO	0	There is no gender-specific individual equipment
Max. Total Score	4x5 =20		A 20 – 18 B 17 - 16 C 15 - 14 D 13 - 12 F < 11
Max Total Score Category II	121		A= 121-107 B= 106-92 C= 91-77 D=76-62 F < 61

³⁵ Maternity and parental leave policies are measured in terms of calendar days. The weighted maternal leave variable was calculated by multiplying the calendar days by the percentage of pay. In this way the weighted variable compares “calendar days” as if they were all paid at 100% pay. Countries were grouped by quintiles on a 400-point scale, where each point is equal to a weighted day, and these quintiles were assigned a score of 1-5 to fit our scoring system.

III. MONITORING AND REPORTING			
III.1 – Are there national monitoring and reporting requirements?	YES	5	Specific monitoring and evaluation requirements for the implementation of NAPs and reports are made publicly available. Specific requirements include the collection of sex-disaggregated data with concrete deadlines and monitoring mechanisms.
		3	There are general monitoring reporting requirements for the 1325/ NAPs and reports are made public.
	NO	0	There are no such requirements
III.2 – Are there specific reporting requirements for D/MoD?	YES	5	There are specific requirements for D/MoD and reports are made public. They can be reported in the general NAP report.
		3	There are requirements, but reports are not made public.
		0	No specific requirements for D/MoD.
III.3 – Are sex–disaggregated data and lessons learned collected within the D/ MoD context?	YES	5	Sex-disaggregated data and lessons learned are collected and analyzed within the D/MoD context.
	NO	0	
III.4 – Is there involvement of civil society in NAP review?	YES	5	Formal involvement of civil society in NAP review.
		3	There is informal involvement of civil society in NAP review.
		0	There is no involvement of civil society in NAP review.
Max Total Score	5x4 =20		A 20 – 18 B 17 - 16 C 15 - 14 D 13 - 12 F < 11
Overall Max Total Score	171		A=171-151 B=150 -130 C=129 -109 D=108-88 F<87

ANNEX 1

DEFINITIONS AND LIST OF ACRONYMS

DEFINITIONS

Gender refers to the social attributes associated with being male and female learned through socialization 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 socialization processes. Notably, gender does not equate to woman.

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 programs 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 programs 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 recognize 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 recognize their disadvantaged position in various communities.

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."

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 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."

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.

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."

Source: North Atlantic Treaty Organization, Bi-Strategic Command Directive (BI-SCD) 40-1

LIST OF ACRONYMS

ACO	Allied Command Operations
ACT	Allied Command Transformation
BI-SCD	Bi-Strategic Command Directive
SHAPE	Supreme Headquarters Allied Powers Europe
NAP	National Action Plan
NATO	North Atlantic Treaty Organization
SGBV	Sexual and Gender-Based Violence
UNSCR	United Nations Security Council Resolution
WPS	Women, Peace, and Security

ANNEX 2

PROJECT BACKGROUND

The 1325 Scorecard project is supported by the NATO Science for Peace (SPS) Programme, with Project Directors from Women In International Security (WIIS) and the Belgrade Centre for Security Policy (BCSP). The US Institute of Peace (Center for Gender and Peacebuilding) is an associated partner in the project.

From the outset the project directors have engaged in broad-based consultations with governmental and non-governmental experts.

The advisory committee set up to help guide the work under this project, included NATO Secretary General's Special Representative for Women, Peace and Security, the Commander of the Nordic Center for Gender in Military Operations (Also NATO's department Head for Gender), and independent experts versed in gender mainstreaming, UNSCR 1325 and military and stability operations.

In addition, the project directors have extensively consulted with the Gender Advisors of the two strategic military commands: Allied Command Operations (ACO) at Supreme Headquarters Allied Powers Europe (SHAPE); and Allied Command Transformation (ACT); as well as with the Gender Advisor of the International Military Staff (IMS).

Finally, both in Belgrade and Washington, DC we have had the privilege of working with a group of active, reserve and former military personnel.

Within the context of this project, three workshops have been organized.

The first workshop took place in Belgrade in May 2014, and brought together over 100 experts from academia, think tanks, NGO's and government. It allowed to introduce the project to a large cross section of people; build awareness of NATO efforts in this arena, gather basic information and exchange best practices and lessons learned with respect to implementation of UNSCR 1325 in NATO member and partner states.

A second workshop was held in Washington, DC, in November 2014. This workshop was organized in partnership with the US Institute of Peace and brought together thirty-fourty experts on UNSCR 1325 and military personnel. It focused specifically on evaluation and monitoring mechanisms and the development of a Scorecard methodology.

A third workshop was held at the Nordic Center for Gender in Military Operations in Sweden. It brought together staff of WIIS, BCSP, the Nordic Center for Gender in Military Operations and the gender advisors of SHAPE/ACO and ACT. This workshop examined the draft Scorecard indicators and discussed scoring methodologies.

In addition, Project Directors have made public presentations about the 1325 Scorecard in Washington, DC, New York, Florida and Brussels.

ANNEX 3

UN SECURITY COUNCIL RESOLUTIONS ON WOMEN, PEACE, AND SECURITY

- UNSCR 1325 (2000) calls for women's equal participation, protection, and prevention of violence (the "Three P's"), along with the fourth overarching principle of gender mainstreaming.
- UNSCR 1820 (2008) focuses on the prevention and response to sexual violence in situations of armed and post conflict.
- UNSCR 1888 (2009) reinforces UNSCR 1820, notably through the appointment of a UN Special Representative to advocate the ending of sexual violence in armed conflict.
- UNSCR 1889 (2009) builds upon UNSCR 1325 by improving the monitoring and reporting component and highlighting the importance of resource allocation.
- UNSCR 1960 (2010) calls for parties to armed conflict to make specific time-bound commitments to combat sexual violence.
- UNSCR 2106 (2013) focuses on preventing sexual violence in conflict.
- UNSCR 2122 (2013) aims to strengthen women's role in all stages of conflict prevention.
- UNSCR 2242 (2015) calls for the integration of women, peace, and security concerns across all country-specific situations

NATO AND UNSCR 1325

- 2007 The first *NATO/Euro-Atlantic Partnership Council (EAPC) Policy* for the Implementation of UNSCR 1325 (2000) on Women, Peace and Security and related Resolutions is adopted. The Policy is reviewed every two years thereafter.
- 2009 The Committee on Women in NATO Forces (CWINF) is renamed the *NATO Committee on Gender Perspectives (NCGP)* and received the mandate to support the integration of gender perspectives into NATO's operations. NATO develops *Bi-Strategic Command Directive (Bi-SCD) 40-1*, practical guidelines on integrating UNSCR 1325 (Bi-SCD 40-1 is revised in 2012)
- 2010 At the Lisbon Summit NATO leaders adopt an Action Plan for the implementation of UNSCR 1325 and related Resolutions in NATO-led operations and missions.
- 2012 The first *NATO Secretary General's Special Representative on Women, Peace and Security*, Mari Skåre, is appointed. The position is institutionalized in 2014. At the Chicago Summit in May 2012, a progress report on the implementation of the NATO Action Plan is delivered. Heads of State and Government task the Operations Policy Committee to conduct a review of the practical implications of UNSCR 1325 for the conduct of NATO operations and missions.
- 2013 Publication of '*Review of the Practical Implications of UNSCR 1325 for NATO-led Operations and Missions.*'
- 2014 The NATO Wales Summit endorses a revised *NATO/EAPC Policy and Action Plan* on the Implementation of UNSCR 1325 and related Resolutions. This Action Plan will be revised in June 2016. The second NATO Secretary General's Special Representative on Women, Peace and Security, Ambassador Mariët Schuurman, is appointed.

Sources: *NATO SPS Programme*, UNSCR 1325 Reload: An Analysis of Annual National Reports to the NATO Committee on Gender Perspectives from 1999-2013: Policies, Recruitment, Retention & Operations, June 2015; *NATO, Women, Peace and Security: NATO, UNSCR 1325 and related Resolutions*, November 2014; *Helené Lackenbauer and Richard Langlais eds*, Review of the Practical Implications of UNSCR 1325 for the Conduct of NATO-led Operations and Missions, 2013; *North Atlantic Treaty Organization, Women, Peace and Security, Media Backgrounder*, October 2013; and *United Nations Peacekeeping*, Women, Peace and Security, available at:

ANNEX 4

NATO MEMBER AND PARTNER COUNTRIES WITH NAPS ON UNSCR 1325

NATO Member States with a NAP

Belgium	Lithuania
Canada	The Netherlands
Croatia	Norway
Denmark	Portugal
Estonia	Slovenia
France	Spain
Germany	The United Kingdom
Iceland	The United States
Italy	

NATO Member States without a NAP

Albania	Slovakia
Bulgaria	Turkey
Czech Republic	
Greece	
Hungary	
Latvia	
Luxembourg	
Poland	
Romania	

NATO Partner States with a NAP

Afghanistan
Australia
Austria
Bosnia and Herzegovina
Finland
Georgia
Iraq
Ireland
Kyrgyzstan
Macedonia
Republic of Korea
Serbia
Sweden
Switzerland

NATO Partner States without a NAP

Algeria	Mongolia
Armenia	Montenegro
Azerbaijan	Morocco
Bahrain	New Zealand
Belarus	Pakistan
Egypt	Qatar
Israel	Russia
Japan	Tajikistan
Jordan	Tunisia
Kazakhstan	Turkmenistan
Kuwait	Ukraine
Malta	United Arab Emirates
Mauritania	Uzbekistan
Moldova	

ANNEX 5

REVIEW OF UNSCR 1325 MONITORING AND EVALUATION EFFORTS

Shelby Bourgault

Most UNSCR 1325 monitoring and evaluation efforts are content analyses of the texts of UNSCR 1325 National Action Plans. Very few reports and studies focus on the implementation of NAPs. Exceptions to this trend include the GNWP report, the Defense Science and Technology Laboratory report, and the Helena Carreiras report. In addition, none of these reports focus on the integration of gender perspectives into national security policies and institutions, or on the extent to which gender is mainstreamed. Most limit themselves to examining the number of women participating, that is, they focus on efforts to redress gender imbalances. Finally, with the exception of the report by GNWP, many of these analyses are one-off efforts and not intended as annual or bi-annual recurring evaluation initiatives.

The 1325 Scorecard project is unique in that it examines how the principles of UNSCR 1325 and the Women, Peace, and Security agenda are integrated in national security policies, institutions and military operations. It is also unique in that it allows for broad-based, recurrent, country comparisons, and is action oriented.

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This review provides information on the main UNSCR 1325 evaluation and monitoring resources. For each resource we examine eight elements: (1) a hyperlink to the resource; (2) name of the publishing organization and date of publication; (3) whether or not the resource is recurrent; (4) countries covered; (5) the type of resource; (6) highlights of the resource; and (7) drawbacks of the resource. We also indicate whether the resource has (8) any military indicators and provide screenshots where appropriate.

I. NATO EFFORTS

1. Gender Integration in the Armed Forces: A Cross National Comparison of Policies and Practices in NATO Countries

Publication information: NATO and Helena Carreiras, 02 June 2002, Non-recurrent

Countries covered: NATO countries

Type of resource: A series of indicators seeking to explain the extent to which the different NATO countries have integrated women. This resource most closely reflects the 1325 Scorecard project, although it is severely outdated and does not relate women in the military to UNSCR 1325 or NATO's Bi-SCD 40-1. It only examines the issue of gender balancing. It does not address the issue of how gender perspectives are integrated and mainstreamed in military organizations.

- *Highlights:* Logs the number and percentage of women in the military by country as well as their distribution among the officer ranks in each country.
- *Drawbacks:* Outdated; does not discuss women in the military within the framework of UNSCR 1325.
- *Military Indicators:* "Factors affecting women's participation in in the military: Military Organizational features, social/economic structure, and cultural and political values."

Index of women's military integration in NATO (IWMI) (2000)			
Variable (weight)	Indicator	Measurement	
1 Global representation (3)	1 Percentage of women in total active force	0 = 0-2%;	1 = +2-5%
		2 = +5-10%;	3 = +10%
2 Occupational integration (6)	2 Formal functional restrictions	0 = total;	1 = many
		2 = few;	3 = none
	3 Percentage in traditional functions	0 = 90-100%;	1 = 66-89%
3 Hierarchical integration (6)	4 Formal rank restrictions	2 = 50-66%;	3 = < 50%
		0 = total;	1 = partial
	2 = none		
5 Percentage in officers ranks	5 Percentage in officers ranks	0 = 0-1%;	1 = +1-5%
		2 = +5-10%;	3 = +10%
4 Training segregation (2)	6 Segregation in basic training	0 = total;	1 = partial
		2 = none	
5 Social policies (6)	7 Family programs	0 = no;	3 = yes
	8 Harassment and gender equity monitoring	0 = no;	3 = yes

II. UN EFFORTS

2. Report of the Secretary-General on women, peace and security

Publication information: United Nations Security Council, 4 September, 2013, Annually recurrent

Countries covered: None, only provides indicators.

Type of resource: A list of indicators for countries to use to access their compliance with UNSCR 1325.

- *Highlights:* Includes some military indicators for countries to assess themselves against.
- *Drawbacks:* Does not include any case studies or positive examples of implementation.
- *Military Indicators:* Percentage of gender experts in field operations; extent to which human rights are included in military directives.

Box 14

Indicator: Percentage of field missions with gender experts. Continuing the trend for 2011, as at December 2012, 60 per cent of all peacekeeping missions had gender advisers and 47 per cent had gender focal points, while 50 per cent of all field missions (including regional offices) managed by the Department of Political Affairs had gender advisers, a similar proportion to that recorded in December 2011, and 83 per cent had gender focal points. In addition, as at 31 December 2012, six women protection advisers had been deployed, all to South Sudan.

Box 13

Indicator: Extent to which measures to protect women's and girls' human rights are included in directives issued by heads of military components and heads of police components of peacekeeping missions. Of the military strategic concepts of operations and force operation orders issued by mid-2013^a across eight peacekeeping operations, 67 per cent (10 of 15) included measures protecting the human rights of women and girls; this marks an increase from 56 per cent reported in mid-2012. Implementation reports were received for 70 per cent of directives including such measures. Of police components in 19 missions, 93 per cent of directives included such measures.

a The most recent data available for this indicator date from mid-2013.

3. Tracking Implementation of UNSCR 1325

Publication information: UN Women, October 2012, Non-recurrent however a similar framework was published in 2011.

Countries covered: Provides framework, but no case studies.

Type of resource: Presents indicators to map progress on 1325 implementation. Indicators are meant to be specific, measurable, achievable, relevant, and time-bound and are grouped according to the four pillars of 1325.

- **Highlights:** Reader-friendly and visually stimulating, includes graphs with every indicator.
- **Drawbacks:** No case studies or examples of good implementation.
- **Military Indicators:** Some military indicators including women's participation in UN field missions, and number of field missions with gender experts.

Participation: Indicators

Indicators are listed as presented in the 2010 Secretary-General's report to the Security Council on Women and Peace and Security (S/2010/498), and are reported on in a phased approach as described in the introduction to this section. Fine-tuning and reporting guidance for some indicators are under development.

- Percentage of peace agreements with specific provisions to improve the security and status of women and girls
- Women's political participation in parliaments and ministerial positions
- Women's share of senior positions in United Nations field missions
- Percentage of field missions with senior gender experts
- Number and percentage share of women in governance bodies of national human right bodies
- Representation of women among mediators, negotiators and technical experts in formal peace negotiations
- Women's participation in official observer status, at the beginning and the end of formal peace negotiations
- Women's political participation as voters and candidates

4. UN Strategic Results Framework on Women, Peace and Security 2011-2020

Publication information: Inter-Agency Network on Women and Gender Equality, July 2011, Non-recurrent, See below.

Countries covered: None, only provides framework.

Type of resource: This document establishes targets for achieving the objectives of UNSCR 1325. These targets are divided into short-term (2014 due date) and long-term (2020 due date). The goals have been created based on 2011 information and known planned activities.

- **Highlights:** Creates very specific, quantifiable indicators for 1325 implementation, categorized by the four pillars of 1325.
- **Drawbacks:** Does not suggest recommendations on how to achieve these goals.
- **Military Indicators:** Includes specific indicators on the target percentages of women in senior positions in UN forces, and prevalence of gender advisors. Also has an indicator for the percentage of field missions to incorporate human rights and gender-based violence prevention.

OUTPUTS	TARGET BY 2014	TARGET BY 2020	Lead Entity
Output 2.1.1 Increased proportion of senior positions (P-5 and higher) held by women and improved gender-responsiveness of all senior management in all United Nations entities operating in conflict and post-conflict situations.	*Women comprise at least 30% of senior positions (P-5 or higher) in United Nations entities operating in conflict and post-conflict situations *All countries with political, peacebuilding and multi-dimensional peacekeeping missions have at least one gender advisor	*Women comprise at least 40% of senior positions (P5 or higher) United Nations entities operating in conflict and post-conflict situations	All United Nations systems DPA DPKO

TARGET BY 2014	TARGET BY 2020	Lead Entity
<ul style="list-style-type: none"> 75% of Force Commander Directives and multi-dimensional Mission Concepts of Operations for military and for police, incorporate human rights and sexual and gender-based violence prevention 15% increase in human rights field missions to remote areas Women Protection Advisers are deployed to 50% of countries with a peacekeeping mission with a protection of civilians mandate where sexual violence in conflict is prevalent Monitoring and Reporting Arrangements, as requested in SCR 1960 (2010), established and rolled out to selected countries 	<ul style="list-style-type: none"> 100% of Force Commander Directives and multi-dimensional Mission Concept of Operations, for military and for police, incorporate human rights and sexual and gender-based violence prevention 25% increase in human rights field missions to remote areas Women Protection Advisers are deployed to 100% of countries with a peacekeeping mission with a protection of civilians mandate Monitoring and Reporting Arrangements in use in a selection of key countries 	DPKO OHCHR UNITAR Member entities of UN Action

5. Virtual Discussion on the Role of the Armed Forces in the Implementation of UNSCR 1325

Publication information: United Nations INSTRAW, 3-24 August, 2010, Non-recurrent.

Countries covered: None in depth, however a number are mentioned anecdotally including Afghanistan, Angola, Argentina, Austria, Bosnia and Herzegovina, DRC, Liberia, and Spain.

Type of resource: A summary of the virtual discussion held in 2010, the purpose of which was to share success stories and lessons learned between armed forces personnel, civil society, academics, and policymakers. The emphasis was on how the Armed Forces in particular can better implement UNSCR 1325.

- Highlights:* Focused exclusively on the military's role and responsibility to carry out 1325 implementation, both within its ranks and with the populations of countries in conflict; also highlighted efforts outside of NAPs.
- Drawbacks:* While best practices were shared, the report admits that most evidence is anecdotal and that more data collection and research is necessary.
- Military Indicators:* Prevalence of gender training initiatives; impact of gender training; campaigns to attract women to the armed forces; discriminatory policies; sexual violence and abuse by peacekeepers.

6. Ten-year Impact Study on Implementation of UN Security Council Resolution 1325 (2000) on Women, Peace and Security in Peacekeeping

Publication information: UN Department of Peacekeeping Operations, Department of Field Support, June 2010, Non-recurrent.

Countries covered: Peacekeeping missions in Afghanistan, Cote D'Ivoire, Darfur, DRC, Haiti, Liberia, Sierra Leone, Sudan, Timor-Leste, but not that country's own implementation.

Type of resource: A report covering 10 peacekeeping missions in nine countries gathered through in-depth interviews and focus-group discussions.

- *Highlights:* Discusses the impact of peacekeeping operations through seven thematic areas: participation of women in peace negotiations and peace agreements, women's participation in politics, "disarmament, demobilization and reintegration", security sector reforms, implementation of legal and judicial reforms, sexual and gender-based violence (SGBV), protection of women internally displaced (women IDPs) and women refugees.
- *Drawbacks:* Focuses exclusively on peacekeeping operations, and mostly in African countries. No NATO countries included in report, and no attention to the status of women within militaries.
- *Military Indicators:* "The representation of women in peacekeeping missions: The presence of uniformed female peacekeepers has had a positive impact, challenging traditional ideas of gender roles and encouraging many women to enter the security sector. Nevertheless, in only few countries has there been a significant increase in the proportion of women in national security institutions, despite several having adopted gender sensitive recruitment policies. The culture of most national security institutions remains unfriendly to women; discrimination and sexual harassment of female officers are widespread."

III. NGO EFFORTS

7. Financing for the Implementation of NAPs on UNSCR 1325

Publication information: GNWP and Cordaid, October 2014, Non-recurrent

Countries covered: Burundi, Chile, Nepal, the Netherlands, the Philippines, Sierra Leone

Type of resource: This publication summarizes the findings of a survey about the current financing landscape for UNSCR 1325 NAP implementation. The survey covers where funding is coming from, what priorities it goes to, and if it is sufficient.

- *Highlights:* Presents case studies and recommendations for financing NAP implementation.
- *Drawbacks:* No focus on women in the military
- *Military Indicators:* None

8. Women Count: Security Council Resolution 1325 Civil Society Monitoring Report 2014

Publication information: Global Network of Women Peacebuilders, 29 October 2014, Recurrent-Annually

Countries covered: Afghanistan, Azerbaijan, Burundi, Canada, Colombia, DRC, Fiji, India, Iraq, Kenya, Libya, Nepal, Netherlands, Philippines, Serbia, Sierra Leone, South Sudan, Sri Lanka, Sweden, Uganda.

Type of resource: A series of 13 indicators of progress on UNSCR 1325 for 20 countries utilizing a "traffic light system" to grade a country's progress: Red for deterioration, orange for no change, yellow for some progress, and green for significant progress

- *Highlights:* Very easy to compare countries
- *Drawbacks:* While the "traffic light system" is great for measuring progress, it makes it difficult to determine the quality of a situation in a certain country, the only variable measured is improvement; therefore, countries with worse situations might be in the green while countries with better situations are in the orange solely due to the fact that there was little marked change.

- *Military Indicators:* The only indicator relating to women in the military measured whether there was progress for participation in the security sector.

Indicators	Deterioration	No Change	Slight/Moderate Progress	Significant Progress
Indicator 3: Index of women's participation in the justice, security sector, and peace keeping missions	Libya, Uganda	Canada, Colombia, Fiji, Netherlands, Serbia, South Sudan, Sweden	Afghanistan, Azerbaijan, Burundi, DRC, India, Iraq, Kenya, Nepal, Philippines, Sierra Leone, Sri Lanka	

9. Women in Peace and Security through UNSCR 1325: Literature Review, Content Analysis of NAPs, and Implementation

Publication information: Barbara Miller and Aisling Swaine, Institute for Global International Studies, GW, May 2014, Non-recurrent.

Countries covered: Australia, Austria, Belgium, Bosnia and Herzegovina, Burundi, Canada, Chile, Cote D'Ivoire, Croatia, Denmark, DRC, Estonia, Finland, France, Georgia, Germany, Ghana, Guinea-Bissau, Iceland, Ireland, Italy, Kyrgyzstan, Liberia, Lithuania, Macedonia, Nepal, Netherlands, Norway, Philippines, Portugal, Rwanda, Senegal, Serbia, Sierra Leone, Slovenia, Spain, Sweden, Switzerland, Uganda, UK, US.

Type of resource: Miller and Swaine conducted an extensive desk study of the existing literature on UNSCR 1325, performed a detailed content analysis of 40 of the 42 existing 1325 NAPs, and offered an update on implementation of Women, Peace, and Security goals more broadly.

- *Highlights:* Very extensive literature review that captures most basic points from authors, brief analysis of 41 NAPs
- *Drawbacks:* Not much attention is given to women in the military.
- *Military Indicators:* No military indicators specifically, however women's participation in the military often came up under the field of "Priority Areas."

Drafting	1	Leading Agents
	2	Involved Parties
	3	Civil Society Involvement
	4	Timeline
Implementation	5	Roles
	6	Communication
	7	Priority Areas
	8	Financial Allocation
	9	Partnership(s)
Monitoring and Evaluation	10	Indicators
	11	Reporting
	12	Civil Society Monitoring

10. OSCE Study on NAPs on the Implementation of UNSCR 1325

Publication information: Organization for Security and Cooperation in Europe, Peace Research Institute Oslo (PRIO), May 2014, Non-recurrent

Countries covered: OSCE participating states with NAPs: Austria, Belgium, Bosnia and Herzegovina, Canada, Croatia, Denmark, Estonia, Finland, France, Georgia, Germany, Iceland, Ireland, Italy, Kyrgyzstan,

Lithuania, former Yugoslav Republic of Macedonia, Netherlands, Norway, Portugal, Serbia, Slovenia, Spain, Sweden, Switzerland, UK, US.

Type of resource: Analysis of 27 NAPs and how they have implemented the four pillars of 1325: participation, protection, prevention and relief and recovery.

- *Highlights:* Includes examples of “best practices” for each of the pillars, and offers more overarching recommendations.
- *Drawbacks:* Does not analyze the situation of each country for each of the pillars, rather focuses on only the model examples.
- *Military Indicators:* None

11. UNSCR 1325 in Europe: 20 Case Studies of Implementation

Publication information: European Peacebuilding Liaison Office (EPLO), November 2013, Follow up to ‘21 Case Studies of Implementation of UNSCR 1325 in Europe’ (2010)

Countries covered: Austria, Belgium, Bosnia and Herzegovina, Croatia, Cyprus, Czech Republic, Germany, Ireland, Italy, Kosovo, Republic of Macedonia, Montenegro, Netherlands, Norway, Portugal, Serbia, Spain, Sweden, Switzerland, UK.

Type of resource: Series of case studies that examine the creation and implementation of NAPs. Key findings include how countries are brought to develop NAP’s, European countries that lack an NAP are generally not very understanding of gender issues, most European NAP’s lack clear directives to ensure action, and monitoring and evaluation efforts tend to fall short of expectations.

- *Highlights:* Emphasis on the level of involvement of civil society in the creation and implementation of the NAPs in Europe. The studies describe in-country efforts made by civil society to advocate for implementation of UNSCR 1325 and, where relevant, CSO engagement in NAP processes – from development to implementation to monitoring and evaluation.
- *Drawbacks:* Focuses mostly on civil society’s role in the creation, implementation and monitoring and evaluation of NAP’s, rather than the government’s.
- *Military Indicators:* While this study does not have any indicators specifically relating to women in the military, it notes women in the military as an issue when certain National Action Plans have placed it high on the agenda.

12. Comparing National Action Plans for UNSCR 1325 in Europe

Publication information: European Peacebuilding Liaison Office (EPLO), 23 March 2012, Recurrent, see 2009.

Countries covered: Austria, Belgium, Bosnia and Herzegovina, Croatia, Denmark, Estonia, Finland, France, Iceland, Ireland, Italy, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, UK.

Type of resource: A table comparing civil society and government involvement in NAP creation and implementation in Europe.

- *Highlights:* Reader-friendly table illustrates the ministries involved in creating NAPs, the level of consultation with civil society, specific areas of focus (such as conflict prevention or equal participation of men and women in peace processes), and whether or not the NAP has quantitative/qualitative indicators, a timeframe, or a budget in place.
- *Drawbacks:* Not easy to compare case studies to each other, only examines content of the NAP rather than facts on the ground.
- *Military Indicators:* No military-specific indicators.

13. Women in Ground Close Combat Roles: The Experiences of other Nations and a Review of the Academic Literature

Publication information: Defense Science and Technology Laboratory, 29 September 2009, Non-recurrent.

Countries covered: Australia, Canada, Czech Republic, Denmark, Estonia, Finland, France, Germany, Israel, Netherlands, New Zealand, Norway, Poland, Romania, Spain, Sweden, Ukraine, US.

Type of resource: A literature review of women's integration into combat roles by country. Includes a review of how integration (or lack of) has affected operational effectiveness for each country.

- *Highlights:* Brings up challenges women in combat roles face within each country such as isolation or harassment; takes note of potential reasons why integration went smoothly in some countries but not in others; also highlights public perceptions of integration.
- *Drawbacks:* Somewhat difficult to compare countries; some countries have pages of data available, while others might only have a sentence or two.
- *Military Indicators:* Is your nation employing women in combat roles/environments? Has your nation reported difficulties with employing women in combat roles/environments? Has there been an effect on operational performance? Has team cohesion been assessed – if so how? How has operational performance of mixed gender teams been assessed?

ANNEX 6

ABOUT WIIS AND BCSP



Women In International Security (WIIS) is the premier organization in the world dedicated to advancing the leadership and professional development of women in the field of international peace and security. WIIS (pronounced “wise”) sponsors leadership training, mentoring, and networking programs as well as substantive events focused on current policy problems. WIIS also supports research projects and policy engagement initiatives on critical international security issues, including the nexus between gender and security. For additional information, please visit <http://wiisglobal.org>.

Project Director: Chantal de Jonge Oudraat is President of Women in International Security (WIIS). She has held this position since February 2013. She was the founding and executive director of the Stockholm International Peace Research Institute (SIPRI) North America (2012-2014) and has also held senior positions at: the U.S. Institute of Peace; the Paul H. Nitze School of Advanced International Studies/Johns Hopkins University; Center for Transatlantic Relations; the Edmund A. Walsh School of Foreign Service, Georgetown University; the Carnegie Endowment for International Peace in Washington, DC; and the United Nations Institute for Disarmament Research (UNIDIR) in Geneva. She received her PhD in Political Science from the University of Paris II (Panthéon).

Project Associate: Carolyn J. Washington is a Senior Fellow at WIIS. She retired in the rank of Colonel from the US Army in 2013 after thirty-one years of active duty service. As a Foreign Area Officer, Washington is a seasoned diplomat who spent the last 17 years of her career in Europe partnering with international organizations and militaries.

Project Associate: Brooke Stedman is the Program Manager of Women In International Security. Prior to joining WIIS, she worked at the International Criminal Court and International Criminal Tribunal for the former Yugoslavia as a legal assistant. Stedman also worked for the U.S. Institute of Peace where she developed gender programming to ensure the full participation of women in conflict and post-conflict societies. She received her Master of Laws in International Criminal Law from Utrecht University.



The Belgrade Centre for Security Policy (BCSP) is an independent think-tank advocating human security based on democracy and respect for human rights at the national, regional and international levels. The Centre works towards the consolidation of security sector reform (SSR) and the security integration of the Western Balkan states into the Euro-Atlantic community by creating an inclusive and knowledge-based security policy environment. It was founded as the Centre for Civil-Military Relations (CCMR) in 1997 with a mission to advocate for democratic control of the security sector in Serbia. BCSP is ranked among top 20 think tanks in CEE and among 70 Security and International Affairs Think Tanks. For additional information, please visit <http://www.bezbednost.org/BCSP/2001/Home.shtml>.

Project Director: Sonja Stojanović-Gajić is the BCSP Director. She holds an MA in Politics, Security and Integration with distinction from the School of Slavonic and Eastern European Studies, University College London. Prior to taking up her current appointment, she worked with the Strategic Development Unit of the OSCE Mission to Serbia and Montenegro’s Law Enforcement Department as a coordinator of the strategic management program for the Serbian and Montenegrin police services.

