



**INTEGRATING GENDER
PERSPECTIVE IN
MILITARY EXERCISES**

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“It must be recognized that men, women, boys and girls are components of a gendered system and have influence on, and are influenced by, armed conflict.

-NATO Bi Strategic Command Directive 040-001

Introduction

When war and conflict occur, men, women, boys and girls are impacted differently. Their experiences are not limited to death and injury, but also may include: displacement, trauma, abuse or loss of control over and access to resources essential in life. Men, women, boys and girls are often impacted by these changes in society in different ways due to their gender, sex and age. The result is that gender inequalities are often exacerbated during periods of armed conflict and war. Unless addressed, these situations can continue during post-conflict reconstruction undermining the fabric of a society already overwhelmed by the immediate impact of the violence. The United Nation Security Council Resolution (UNSCR) 1325 was unanimously adopted on 31 October 2000 and established the Women, Peace and Security (WPS) agenda. The WPS agenda recognizes the vital role of women in negotiation as well as the disproportionate impact that conflict has on women and girls. The challenge of confronting this reality is often placed upon our military forces. Drawing from NATO's core values, NATO recognizes the necessity of integrating gender perspective and has committed to the WPS Agenda. The nature of war and conflict continuously evolves making it necessary for military organizations to frequently assess the impact on men, women, boys and girls. It is not only necessary to assess how these gendered groups will be impacted by our operations but to also analyse how their presence, their behaviour and situation will impact our military operations. Ignoring gender based similarities and differences will limit operational effect and strategic impact.

“Unless gender-based similarities and differences are addressed, conflict prevention, conflict-resolution, post-conflict reconstruction and peace-building are negatively impacted.”

-NATO Bi-Strategic Command Directive 040-001

Gender perspective entail having the ability to detect when and how men, women, girls and boys are affected differently by a situation due to their gender. Integrating gender perspective enables military personnel at all levels and in all stages by providing a better understanding of the societal, cultural and structural processes, context and expected effects which influence how militaries conduct operations and missions. Through breaking down the population by gender, there is increased ability to recognize the specific security needs of men, women, boys and girls. Understanding the specific risks and experiences of these groups allows for the provision of a more appropriate comprehensive response. This contributes to a better and more thorough understanding of the operational environment and therefore, contributes to the achievement of the military objectives involved.

Aim

To provide exercise planners and gender perspective Subject Matter Experts (Gender SMEs) a reference and resource document to assist with effective integration of gender perspective throughout the entire exercise planning process.

Scope

This product is based upon NATO BI-strategic Command Directive (BI-SCD) Collective Training and Exercise 075-003 (reference A) and the four stages of the NATO Exercise Planning Process, and designed to complement already existing processes and documents on exercises. It is to be used as guidance for military personnel throughout those processes to help integrate gender perspective at all exercise-planning stages.

General points to consider when using this guide are:

- Gender perspective is a capability enhancer that affect and enhance all functional areas at all levels in all stages of operations, therefore, it is essential to consider gender perspective at every stage of the exercise planning process.
- This guide explains how commanders, exercise planners, trainers and Gender SMEs can cooperate on integrating gender perspective into the NATO Exercise Planning Process.
- This guide is applicable to all NATO exercises at all levels: tactical, operational and strategic. It functions as guidance in both large multi-national/national joint exercises, and in small training events such as battalion size exercises.
- To ensure optimal integration of gender perspective in the exercise process, the inclusion of Gender SMEs (Gender Advisors and Gender Focal Points) is required at all the stages of exercise planning. Gender Advisors (GENADs) provide advice to the responsible leadership and support all involved actors in the different stages of the planning process/exercise. The Gender Focal Point (GFP) network operates as a collective of functional experts with basic gender training that can assist in recognizing areas in exercises where integrating gender perspective is suitable.
- This guide is a living document that will be updated as required.

Related Political and Military Guidance

There are three key documents from the NATO political and military structures institutionalising gender perspective that were used in the development of this guide. The NATO Bi Strategic Command Directive (BI-SCD 040-001) Implementing UNSCR 1325 and Integrating gender perspective into the NATO Command Structure (Reference B), provides NATO with direction and guidance on the implementation of UNSCR 1325 and related Resolutions, and the integration of gender perspective. The directive states that the integration of gender perspective should be utilized in the design, implementation, monitoring and evaluation of all procedures and activities within NATO. In line with the Comprehensive Operations Planning Directive (COPD), the primary working tool for the integration of gender perspective into operations planning is the ACO Gender Functional Planning Guide (Reference C). Consistent with the NATO Education and Training Plan for Gender in Military Operations (Reference D). NATO personnel must be trained on UNSCR 1325 and related Resolutions.

Exercises represent the highest, most complex form of training and the Commander holds the sole responsibility for the functional preparation of their organization; modelling the effects through risks and opportunities is therefore, essential in the exercise and training environment. Adapting military actions informed by the differing impacts on men, women, boys and girls, may be trained into practice by integrating gender perspective into exercises. Training military forces to consider gender perspective in the operating environment also presents an opportunity to gain operational advantage over the enemy while, at the same time, fulfilling responsibilities towards the civilian population in place to enhance mission effectiveness.

Methodology and Structure

The guide consists of four chapters with supporting Annexes that closely follow the exercise planning cycle (Reference A). The cycle includes processes, products and goals, and is the baseline in this guide to describe the gender contributions.

Chapter 1 – Stage 1. Gender perspective in exercise Concept and Specification Development

Describes the strategic beginning of integrating gender perspective into the exercise planning process. It describes how exercise concept and specification guidance is developed, the relevant strategic documents to integrate gender perspective in and the roles and responsibilities of those involved.

Chapter 2 – Stage 2. Gender perspective in exercise Planning and Product Development

Describes how the exercise plan is designed. It addresses the contribution that Gender SMEs make to scenario development, exercise planning guidance, and planning conferences.

Chapter 3 – Stage 3. Gender perspective in exercise Operational Conduct

Focuses on gender perspective during exercise execution. The stage begins with the Foundation Training Phase and ends with the Assessment Phase. It details the contributions gender SMEs make during each phase of this stage.

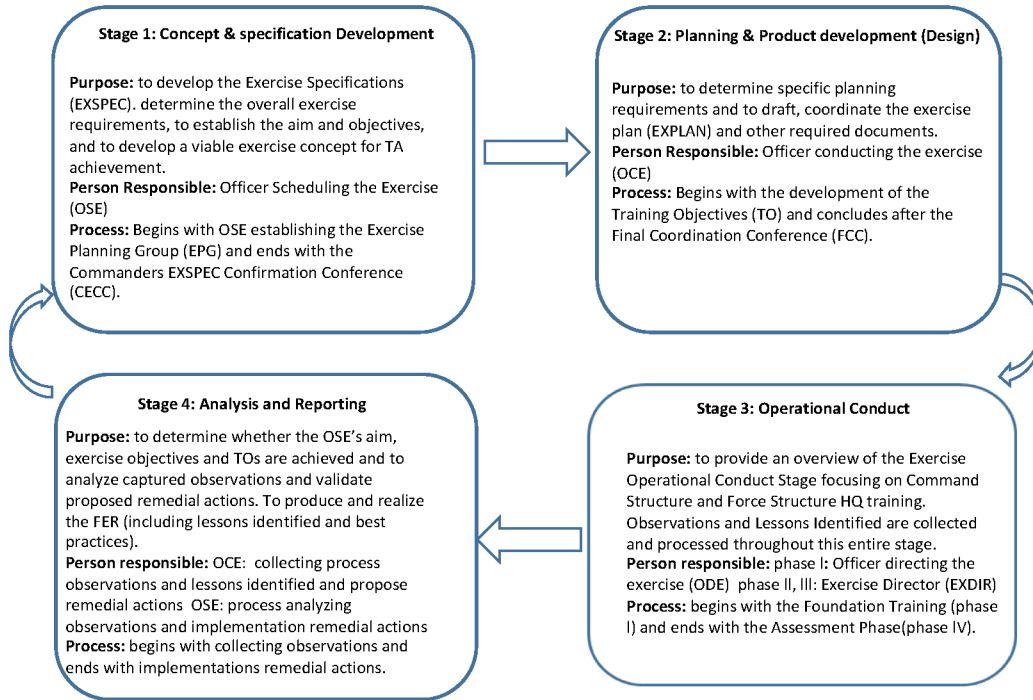
Chapter 4 – Stage 4. Gender perspective in exercise Analysis and Reporting

Provide guidance to gender SMEs on the input and analysis activities that constitute the Exercise Analysis and Reporting Stage. This chapter outlines the process in recording lessons identified and learned, and how future training could be improved.

Annexes

The Annexes provide specific gender perspective details, guidance, considerations, supporting references, document templates, and checklists. Also attached in Annex A, are what are referred to as clue cards which provide quick reference guides to integrating gender perspective at each stage of the exercise planning process. The clue cards are concise sets of notes used for quick reference to support the gender SMEs or exercise planners with the integration of gender perspective in that particular stage of the exercise planning.

Exercise Planning Process Model



Gender SME Support to Exercise Planning Process Model

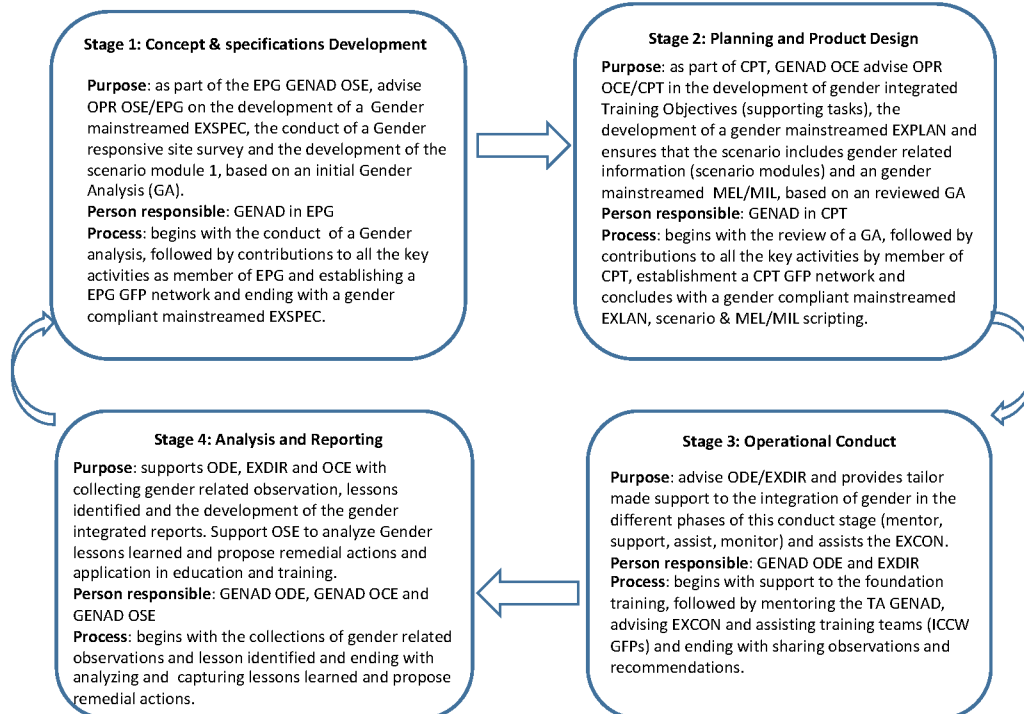


Figure 1: Gender SME support to the integration of gender perspective in all the exercise planning process stages. (Annex A)

Chapter Layout

The subsequent chapters are outlined in the following structure:

- 1. Introduction:** Describes the purpose and reasoning behind integrating gender perspective in that specific stage of the NATO Exercise Planning Process.
- 2. Output (Major Deliverables):** Provides a detailed description of where and how gender perspective must be integrated into major deliverables (see BI-SCD 075-003 reference A) during that specific stage, including when and to whom they must be delivered.
- 3. Roles and Responsibilities:** Introduces the primary roles and responsibilities for the integration of gender perspective in the development of deliverables, and accomplishing key tasks.
- 4. Key Activities:** Describes the main activities and related steps required of the gender SME to contribute to the exercise planning process, thus ensuring gender perspective is integrated in the deliverables from that stage.

Collective Training and Exercises

Exercises represent the most complex form of Education and Training (E&T) activities. Although this guide primarily focuses on exercises, the Alliance’s training progression (Figure 2) mandates that NATO forces establish a solid foundation prior to collective training and exercise events. Therefore, it is essential that members of NATO forces are properly trained prior to exercise execution. It is the Commander’s responsibility to support this training for select members within their commands (e.g. battle staff training as well as NATO approved training for Gender SMEs). In Annex B, “Gender trainings solutions”, an overview is attached that provides training solutions to prepare NATO forces properly on what gender perspective is and the relevance for military operations prior to exercises.

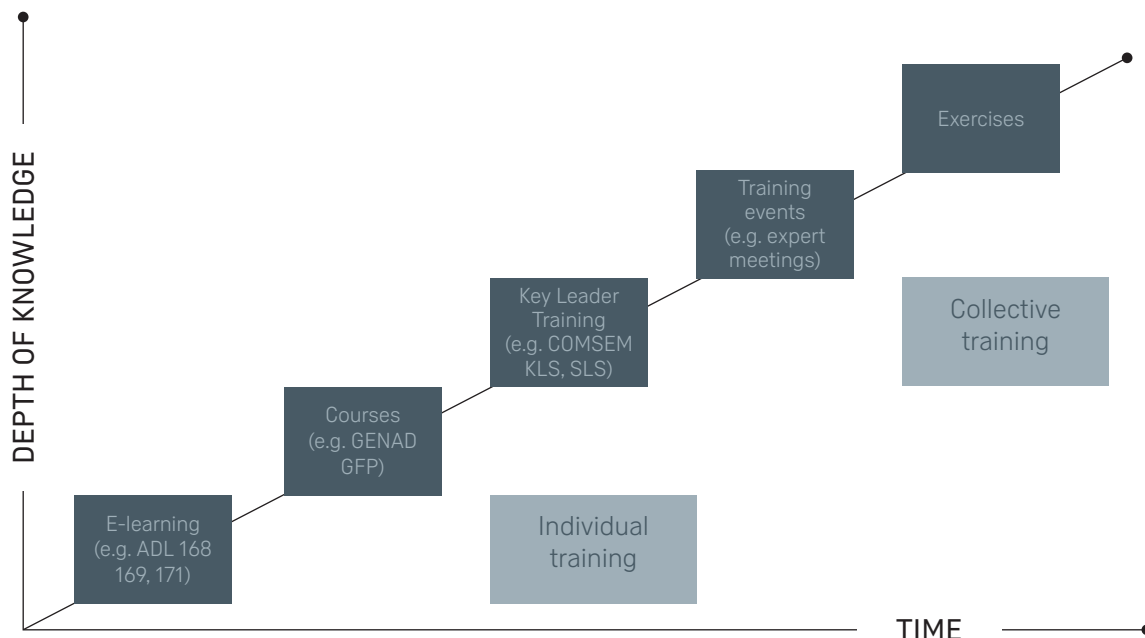


Figure 2: The progression of Gender related training which should result in an exercise fully integrated with gender perspective

Following this progression, each exercise builds on the skills practiced and achieved in the previous exercise. This makes successful achievement of the previous training exercise objectives essential. This translates to gender perspective being integrated at the earliest possible stage to build the Alliances' competencies in this area. Adding gender perspective at the end will not allow for graduated practice and result in unsuccessful achievement of the Commanders' training objectives and not just gender specific training objectives. For gender mainstreaming to be successful, it is paramount that the integration of gender perspective be considered early in the exercise planning process.

The principle execution of E&T is shown in Figure 1.1. Examples of the NATO-certified training relevant to Figure 2 are; the Advanced Distribute Learning (ADL) 168,169,171 and the NCGM courses, courses: Gender Advisor (GENAD), Gender Focal Point (GFP) and Key Leader Training (KLT). NCGM also offers the Key Leader Seminar (KLS) and Senior Leader Seminar (SLS) as leadership training opportunities.

Gender Key Terms and Definitions

Gender related key terms and definitions used in this guide are briefly explained below. Other generic terms and definitions used throughout this guide are outlined in the terms and definitions Annex C.

Gender Advisor to the Officer Scheduling the Exercise (GENAD OSE) is a member of the OSE Staff who reports directly to the Commander. As part of the Exercise Planning Group (EPG) the GENAD OSE focuses on proper integration of gender perspective into the Exercise Specification (EXSPEC) and throughout the key activities of Stage 1 (planning, execution, and evaluation).

Gender Advisor to the Officer Conducting the Exercise (GENAD OCE) is a member of the Core Planning Team (CPT) in Stage 2 who supports the OCE with information derived from a gender analysis (GA). The GENAD OCE is required to participate in each CPTM and planning conferences to provide gender advice within the different syndicates. The GENAD OCE is responsible for ensuring that the outcomes of the GA are known by the gender advisor to the Officer directing the Exercise (GENAD ODE) to support the gender integrated development of the scenario and information produced during Stage 2.

Gender Advisor to the Officer Directing the Exercise (GENAD ODE) is the adviser to the Exercise Director (EXDIR or ODE) and Director Evaluation (DIREVAL) and needs to be a part of the EXCON. The GENAD ODE will ensure that the scenario and information produced during Stage 2 adequately includes gender perspective. In addition it will ensure that it also provides guidance and advice concerning the integration of gender perspective throughout the conduct of the exercise. The GENAD ODE also provides support/guidance to the Training Audience (TA) GENAD, EXCON, and mentors.

Gender Focal Point (GFP) is a designated member of the staff filling a dual-hatted position, whose role it is to support their functional area or chain of command with integrating gender perspective. This may be through advice, implementing directives or helping to establish procedures which take gender perspective into account. There are two groups of GFPs, those who are part of the exercise planning process, and those within the TA. The GFPs within the exercise planning process maintain a functional dialogue with their respective GENAD OSE, GENAD OCE or GENAD ODE, and the TA GFPs with the TA GENAD.

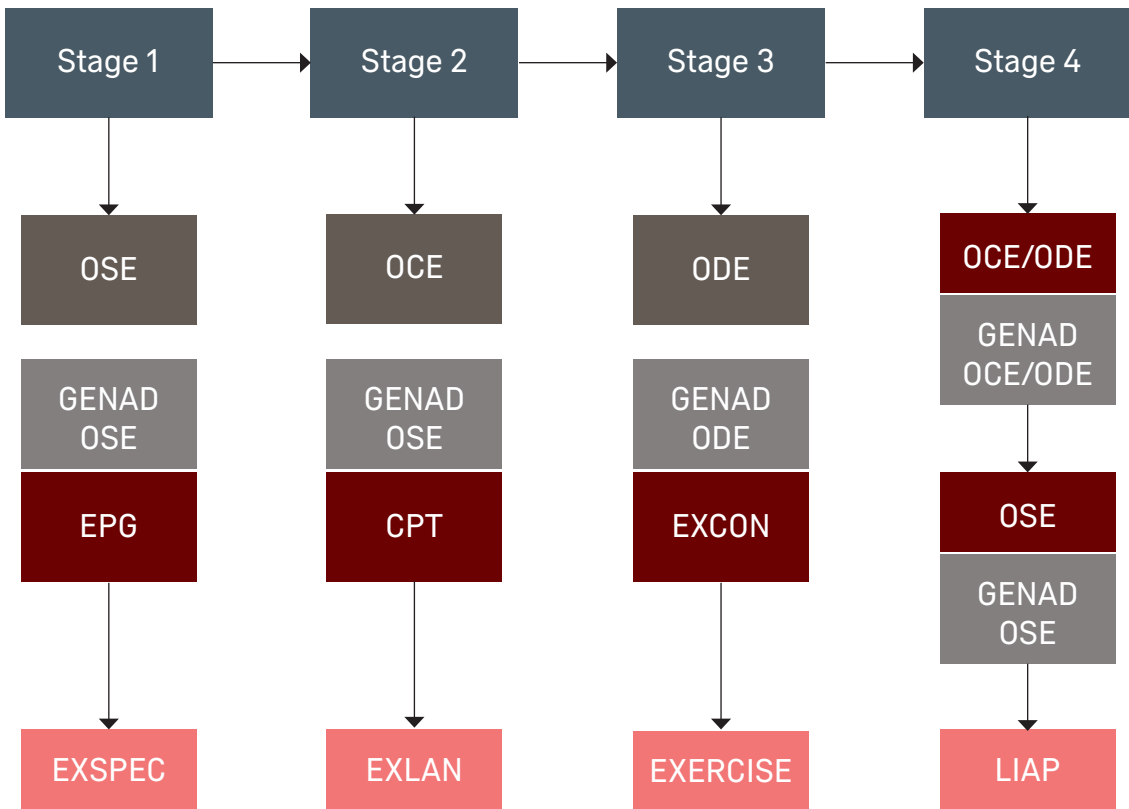
Training Audience Gender Advisor (TA GENAD) is the GENAD assigned as a special staff member to the commander of the TA. The TA GENAD is responsible for the integration of gender perspective in all TA exercise activities before, during, and after the exercise.

Gender refers to the socially constructed norms and ideologies attributes associated with being male and female learned through socialization and which determines a person's position and value in a given context. This includes the relationships between men, women, boys, and girls, as well as the relations between women and those between men. Note that gender is not synonymous with only women (BI-SCD 040-001).

Integration of gender perspective is a way of assessing gender-based differences between women, men, boys and girls as reflected in their social roles and interactions, in the distribution of power and access to resources. The aim is to take into consideration how the particular situation affects men, women, boys and girls differently. How military operations affect them differently. More fundamentally, the integration of gender perspective is done by adapting actions following a Gender Analysis (IAW BI-SCD 040-001).

Gender Analysis (GA) is the systematic gathering and examination of information on gender differences and social relations between men and women in order to identify and understand inequities based on gender. Using a GA allows the gendered aspects of the Operational Environment (OE) to become apparent. GA is a method used to understand the relationships between men and women in the context of the society or organization. Gender Analysis applies both externally towards the OE and internally towards the military organization (IAW BI-SCD 040-001).

Gender SMEs participation in each stage is essential for the comprehensive and systematic inclusion of gender perspective. This is also mandated in BI-SCD 040-001. It is important to know who should participate at each stage; the figure 1.2 shows a diagram with the target participation for each stage. The blue boxes highlight the stage, the red boxes identify the officers in charge and the purple and orange are the experts that support them. The green boxes identify the key product of each stage.



- Exercise planning stages
- Who is adviced
- Which GENAD supporters
- Supported exercise group
- What is supported: Major deliverable

Figure 3: Gender SME support during all stages of the exercise planning process.



CHAPTER 1 – STAGE 1

Gender perspective in Exercise Concept
and Specification Development

Chapter 1 – Stage 1: Gender perspective in Exercise Concept and Specification Development

1.1 Introduction

This stage involves the highest military level in exercise planning. Stage 1 is designed to produce the documentation that will enable the OCE responsible for Stage 2 together with the Training Audience (TA) and supporting organizations to plan and prepare the exercise. It begins with the Officer Scheduling the Exercise (OSE) establishing the Exercise Planning Group (EPG) and ends with their approval of the Exercise Specification (EXSPEC). Successful integration of gender perspective in the exercise begins at this level. The purpose of Stage 1 is to determine the overall exercise requirements, to establish the aim and the high-level collective training objectives, and to develop a viable exercise concept for TA achievement. The GENAD OSE during this stage advises the OSE and EPG on the development of the EXSPEC.

The importance of integrating gender perspective at this stage is that it sets the parameters for all follow-on activities. This stage takes a critical look at the exercise and training (E&T) objectives and compares them to the NATO readiness requirements. Not integrating gender perspective at this stage may lead to negative consequences throughout the remainder of the exercise process.

1.1.1 Foundational Documents

Before the exercise can be specified, there are a number of foundational documents that staff must review and reference when required. These differ for strategic, operational and tactical level exercises. Although there are many documents that contribute to the exercise planning process, the documents outlined below are specifically related to gender perspective. Examples of documents that should be considered are:

1.1.1.1 Political Guidance Documents

It is the GENAD OSE's responsibility to understand the political level guidance regarding UNSCR 1325 and the WPS agenda and the relevance for its incorporation into the exercise. Examples include UNSCR 1325 and related Resolutions, the NATO/EAPC Policy and Action plan on WPS, NATO's policy on preventing and responding to Sexual Exploitation and Abuse (SEA), National Action Plans (NAPs). Ministerial language that has been agreed upon should also be taken into account. Further information can be found in Annex D: References and Related Documents.

1.1.1.2 Military Guidance Documents

The GENAD OSE must be familiar with the military guidance on the inclusion of gender perspective in NATO activities. Examples of related documents are: NATO Bi-SCD 040-001, ACO Gender Functional Planning Guide, Military Guidelines on the Prevention of and Response to Conflict-Related Sexual and Gender-Based Violence (CR-SGBV) and SOP 106.

1.1.1.3 Strategic Level Annual Training Guidance on E&T

The GENAD OSE must be familiar with strategic level guidance on gender perspective for the development, support and execution of E&T activities and requirements. A NATO example is SACEUR's Annual Guidance on E&T (SAGE).

1.1.1.4 Headquarter Directives

The GENAD OSE is responsible for understanding headquarter directives and SOPs which provide detailed guidance on the preparations for the exercise.

1.2 Output (Major Deliverables)

The output in this stage is the Exercise Specification (EXSPEC). The EXSPEC is the order that identifies the participating/supporting HQs/organizations needed for the exercise and how they should be connected. It also informs them of the exercise aim and objectives. It lists respective contributions, expectations, and requirements. The EXSPEC provides the foundation for detailed exercise planning (EXPLAN). This stage may occur 12-18 months prior to execution of the training exercise and it is imperative that the GENAD OSE be involved during this initial planning stage.

1.3 Roles and Responsibilities

The Military Training and Exercise Programme (MTEP) will designate the Commanders who will serve as the OSE, OCE and the ODE as well as the TA. The main roles and responsibilities in this stage are as follows:

- The OSE has the overall responsibility of this stage. It is the OSE's responsibility
- to leverage the GENAD OSE as a part of the EPG in EXSPEC development.
- The GENAD OSE is the advisor and SME on gender considerations to the OSE. The GENAD OSE is a Gender SME and a contributing member of the EPG. The GENAD OSE ensures gender perspective has been incorporated in EXSPEC.
- Depending upon requirements, the EPG will be supplemented by GFPs within the existing Headquarters' GFP structure to support the GENAD OSE and EXSPEC development.

1.4 Key Activities

The EXSPEC is produced at the conclusion of five key activities. The GENAD OSE's gender analysis of the OSE's guidance and scenario contributes to the five key activities (and sub-activities) in Stage 1. It is likely that a number of these activities and supporting steps will be conducted in parallel. This requires the GENAD OSE to establish a functional dialogue with GFPs in the EPG. Together, the GENAD OSE and GFPs are represented in all five key activities during Stage 1. However, it is more likely that a GFP only will participate in the Site Survey due to staffing and tasking priorities.

1.4.1 Key activity 1: Contribution to the Exercise Planning Group (EPG)

The EPG produces the EXSPEC. It consists of the OSE's staff, participating organizations, other agencies and centres. As a member of the OSE staff it is imperative that the GENAD OSE is a contributing member of the EPG who is involved in the development of Terms of Reference (ToR) and participates in meetings as required.

1.4.2 Key activity 2: Develop EXSPEC

The EXSPEC is the main exercise document which sets out the training requirements, associated resources and the delineation of responsibilities for the exercise. Including gender perspective in the development of the EXSPEC establishes the foundation for successful integration of gender perspective in the exercise. The sub-activities of EXSPEC development that require GENAD OSE (or GFP in support of GENAD OSE) contribution are:

1.4.2.1 Review EXSPEC

Not only is the GENAD OSE expected to understand the gender related documents outlined in section 1.1.1., but must also be capable of creating a shared understanding of the implications for these documents in the activities of the EPG from a gender perspective.

1.4.2.2 Development of Exercise Aims and Objective

The GENAD OSE ensures the inclusion of gender related components in the exercise objectives based on higher HQ and TA HQ guidance.

1.4.2.3 Determine Participation Requirements

This step refines the TA and the requirements for specific response cells. The GENAD OSE contributes to this by ensuring there is a gender structure within the TA (TA GENAD and TA GFPs). Furthermore, GENAD OSE ensures the ToR of the Core Planning Team in stage 2 includes a gender SME position (GENAD OCE). Additionally, the GENAD OSE establishes the gender specific requirements for the response cells that make sure that Gender SMEs are included in response cells during the execution phase of the exercise.

1.4.2.4 Establish the Optimal Level of External Actors (EA)

The GENAD OSE must analyse/identify in close cooperation with the J9 Branch and the J9 GFP what gender specific IO/GO/NGOs to include in the exercise and how gender relates to the current IO/GO/NGOs already incorporated into the exercise scenario. When possible, actual IO/GO/NGOs, or ones that closely resemble them, in the anticipated operating environment should be used for exercise planning. This adds a degree of realism to the training and provides mutual training benefits. In GENAD OSE advice the limiting factors (political constraints, security classification restraints and their own agendas) associated with using real IOs/NGOs need to be taken into consideration.

1.4.2.5 Determine External Support Requirements

The GENAD OSE, as part of the EPG, identifies requirements for external support to be requested from other HQs outside the TA. The specific requirements for external support are generated after a thorough analysis by the GENAD and GFPs for example, the integration of gender perspective into the exercise may require additional TA GENADs such as augmented capacity.

1.4.2.6 Conduct Initial Exercise Site Survey, Liaison and Coordination Visits

The GENAD OSE provides guidance to the GFP(s) attending the initial exercise site survey such as a gender related checklist. The GFP(s) will provide added value in determining if any special internal gender considerations are required (e.g. infrastructure or facility requirements).

1.4.2.7 Present Exercise Concept (Options) to OSE for Decision

The GENAD OSE needs to be prepared to support the EPG in the presentation of options and recommendations or any other requests for guidance on issues which need further development. It is the task of the GENAD OSE to ensure that gender perspective integration is not negatively impacted as a result of decisions made by the OSE.

1.4.2.8 Determine Evaluation Requirements

The GENAD OSE supports the EPG in the determination of requirements for the evaluation of gender related components in the training objectives (TO).

1.4.2.9 Determine Analysis and Experimentation Requirements

If required, the GENAD OSE supports the EPG with advice for gender perspective integration into the analysis and experimentation requirements. If gender perspective is a specified experiment, the GENAD OSE is responsible for incorporating it into the exercise and development of both the analysis and experimentation requirement.

1.4.2.10 Develop Scenario Module 1 - Geo-Strategic Situation

A scenario is composed of specific modules essential to the accomplishment of exercise objectives and training objectives. Module 1 is the background story that describes PMESII events and circumstances which have led to the current crisis or conflict in the exercise. The GENAD OSE assists the EPG in the preparation of the first scenario module (Geo-Strategic Situation Module 1) with recommendations based on the GENAD OSE's gender analysis of the operating environment. The results of the gender analysis should contribute to: a description of the crisis area, an overview of the major regional actors, a description of the current crisis, the historical background to the crisis, and a PMESII analysis. Note that for real life gender data open sources can be used such as the website of the Social Institutions and Gender Index (SIGI), Gender Gap Index or the World Bank.

1.4.2.11 Develop Draft Exercise Milestone Planning Schedule

The GENAD OSE maintains awareness of the proposed exercise planning schedule.

1.4.2.12 Conduct Exercise Specification Conference (ESC)

The GENAD OSE must be present at the ESC to provide additional gender related guidance.

1.4.2.13 Draft EXSPEC

GENAD OSE assists the EPG in the drafting process of the initial EXSPEC and reviews the final EXSPEC prior to the Commanders' EXSPEC Confirmation Conference.

1.4.2.14 Conduct Commanders' EXSPEC Confirmation Conference (CECC)

A Gender SME familiar with the development of the EXSPEC is present during the CECC to capture gender related EXSPEC adjustments for the GENAD OSE.

1.4.3 Key activity 3: Conduct Site Survey(s)

Site surveys are used to establish the basis for planning, including the availability and cost of Host Nation (HN) support. The GENAD OSE provides guidance to the GFP(s) attending the site survey including for example, a checklist for gender related topics developed by the GENAD OSE in close cooperation with the GFP. The GFP provides added value by determining if special internal gender considerations are required such as the provision of facilities, infrastructure, or an overview of the HN cultural view of gender as well as the identification and coordination of gender related issues, and other sensitivities.

1.4.4 Key activity 4: Conduct EXSPEC Conference (ESC)

The aim of the ESC is to present the draft EXSPEC for working level agreement. The GENAD OSE must be present at the ESC to provide additional gender related guidance.

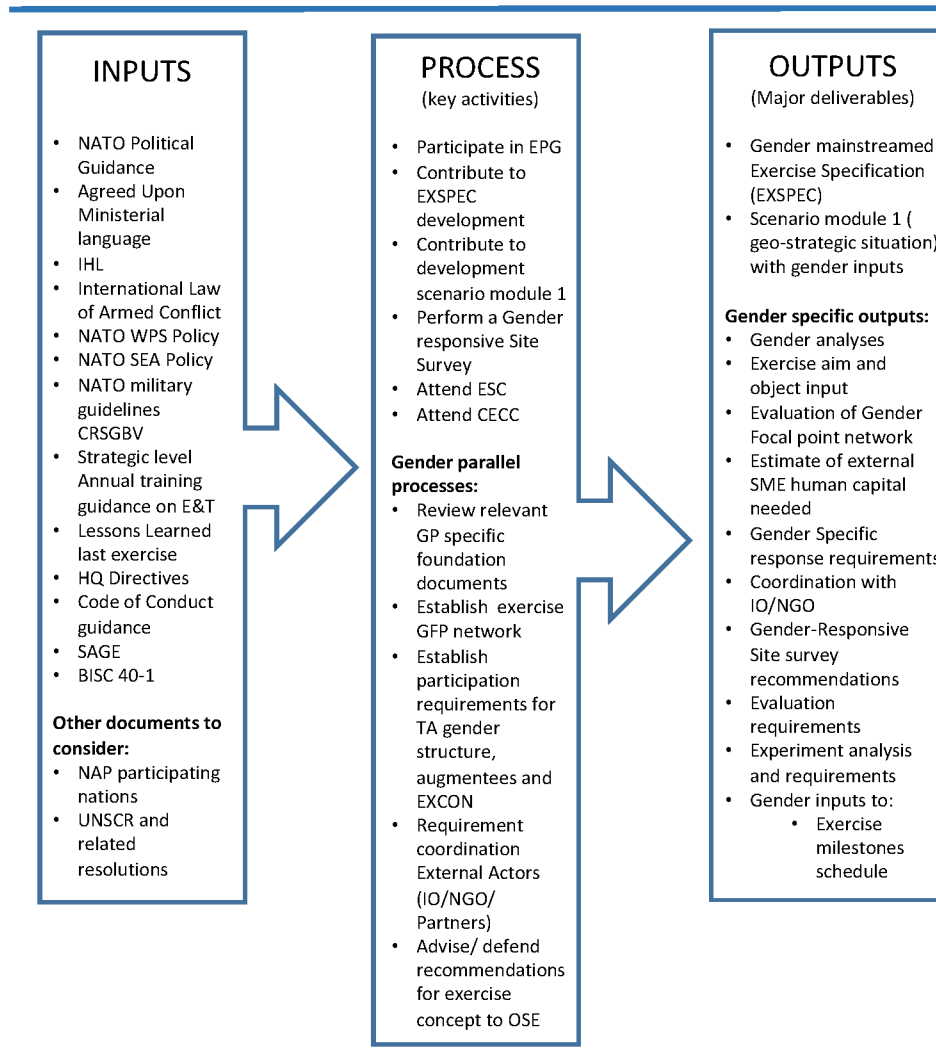
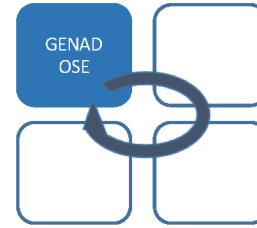
1.4.5 Key activity 5: Conduct Commanders' EXSPEC Confirmation Conference (CECC)

The CECC aims to ensure the respective commanders mutually agree on their command/organization's support to the full exercise process as described in the final draft of the EXSPEC, and if necessary to resolve open issues from the ESC. A Gender SME adds value to the meeting and ensures gender perspective remain integrated in the EXSPEC.

Stage 1 – Exercise Concept and Specification Development

STAGE 1 Exercise Concept and Specification Development

This Stage is designed to produce the documentation that will enable the Officer Conducting the Exercise (OCE), the Training Audience (TA), and supporting organizations to plan and prepare the exercise. From a gender perspective the GENAD to OSE is responsible for advising the OSE/EPG on the development of a Gender mainstreamed EXSPEC, the Conduct of a gender responsive site survey and the development of the Scenario module 1. GENAD OSE's advice is based on an initial Gender Analysis (GA). The process starts with the conduct of a GA, followed by Contributions to all the key activities as member of EPG (including the establishment of GFP network) and ending with a gender compliant mainstreamed EXSPEC.



Tips for a Successful Stage 1

- Come with pre-trained GFPs
- Less is more for this stage—understand what strategic level ‘hooks’ you need in order to accomplish goals
- Find those who run the process
- Bring info products (on pagers, planning guidance on gender) with you to help others assist you
- Other tips?

Figure 4: Gender SME Support to the Integration of gender perspective in Exercise Planning Process Stage 1 (Annex A)



CHAPTER 2 – STAGE 2

Gender perspective in exercise
Planning and Product Development

Chapter 2 – Stage 2: Gender perspective in exercise Planning and Product Development

2.1 Introduction

In this stage, the Exercise Plan (EXPLAN) is designed. The EXPLAN provides direction and guidance to all exercise participants on the preparation, conduct, support, analysis, and reporting requirements of the exercise. It begins at the conclusion of the CECC when the OSE approves the EXSPEC. This stage concludes after the Final Planning Conference (FPC).

The purpose of this stage is to determine the specific planning requirements and to draft, coordinate, and promulgate the exercise plan (EXPLAN) and the required documents related to scenario and exercise play.

In this stage it is important to make sure that gender perspective is integrated in the development of the scenario and other required information. The GENAD OCE advises the OCE and contributes to ‘setting the scene’ for gender perspective integration as well as providing the required data and information that would be useful to the TA to enable them to achieve the gender included training objectives. Insufficient data or information will lead to unrealistic assumptions and a flawed gender analysis. The scale of gender considerations incorporated in this stage requires GFP support to the GENAD OCE.

2.2 Output (Major Deliverables)

The GENAD OCE is an integral part of all major deliverables during this stage. The five major outputs of Stage 2 are:

2.2.1 Training Objectives (TOs)

TOs provide the basis from which exercises are designed, prepared, executed, and assessed.

2.2.2 OCE Planning Guidance

This is the OCE’s detailed direction and guidance to the exercise planners on what the OCE expects the exercise to achieve and how they should situate it in an operational context.

2.2.3 Exercise Plan (EXPLAN)

Based from the EXSPEC, the EXPLAN provides direction and guidance to the TA, EXDIR, supporting agencies, evaluation teams, analysis teams, and experimentation teams.

2.2.4 Scenario Modules

The scenario modules provide the TA with scenario documents, information and data to use during their operational role. There are six exercise scenario modules. More information on scenario module development is included in this chapter.

- Module 1: Geo-Strategic Situation (Completed during Stage 1)
- Module 2: Theatre of Operations (ToO) Information
- Module 3: Strategic Initiation
- Module 4: Crisis Response Planning Information
- Module 5: Force Activation and Deployment Information
- Module 6: Execution Information'

2.2.5 Main Events List/Main Incident List (MELMIL)

Using the scenario as the setting, the MELMIL builds storylines designed to trigger certain activities and decisions within the TA. MELMIL is a significant part of Module 6 and requires its own deliverable during this stage.

2.3 Role and Responsibilities

During this stage, the responsibility for major deliverables and key activities shifts from the OSE to the OCE. The specific roles and responsibilities are:

- The OCE is responsible for the Exercise Planning and Product Development Stage. The OCE will activate and convene the CPT. The OCE leverages the GENAD OCE as a part of the CPT for the inclusion of gender perspective in major deliverables.
- The GENAD OCE advises the OCE and is on the CPT providing information derived from their Gender Analysis during this stage.
- Depending upon requirements, the CPT is supplemented by GFPs. Their role is to support the CPT and GENAD OCE during this stage.
- The roles and responsibilities of the TA (including TA GENAD and GFPs) are defined during EXPLAN development.

2.4 Key Activities

This stage is organized into 12 key activities. The GENAD OCE is an integral part of all 12 key activities in this stage. The GENAD OCE contributions are mentioned directly under each key activity.

2.4.1 Key Activity 1: Develop the Training Objectives

In a major exercise, it is unlikely that there will be a dedicated gender related training objective; however, gender perspective needs to be incorporated as supporting tasks. The GENAD OCE ensures that this activity is completed.

2.4.2 Key Activity 2: Activate the Core Planning Team (CPT)

The CPT is activated to carry out the detailed planning, coordination and preparation of the exercise in accordance with the Exercise Specification (EXSPEC) and the OCE's Exercise Planning Guidance. The GENAD OCE is a member of the CPT and serves as an advisor to the OCE and the CPT members. The GENAD OCE participates in all CPT activities.

2.4.3 Key Activity 3: Analyse OCE Requirements and Limitations

The CPT analyses the OCE Requirements and Limitations through all stages. Within these stages, it is the GENAD OCE's responsibility to identify where they can contribute with gender perspective. Some recommended stages for GENAD OCE involvement are (but not limited to):

2.4.3.1 Review EXSPEC

The GENAD OCE supports the CPT's mission analysis of the EXSPEC with a gender analysis. This is developed from a variety of documents but primarily from the gender analysis conducted by the GENAD OSE in the previous stage. When required the GENAD OCE sends RFIs to the GENAD OSE.

2.4.3.2 Develop Operational Requirements for Planning Situation/Scenario

The GENAD OCE determines if gender perspective inclusion needs further operational level requirements based upon analysis of the Mission Essential Tasks specified in the TOs.

2.4.3.3 Determine Information Exchange Requirements (IERS) and Develop IER Matrix

There are three basic categories of IERS during this stage: those to be used by the non-deployable TA, the Deployable Forces TA, and EXCON. A realistic interaction between the three categories is important. The GENAD OCE's responsibility during this stage is to determine how the flow of information concerning gender is exchanged between the categories and communicate with CIS.

2.4.3.4 Determine Pre-Operational Conduct Training Requirements

Based on an analysis of the Training Objectives (TOs), the GENAD OCE determines if further integration of gender related training requirements for the TA is required to achieve the gender related TO sub-components.

2.4.3.5 Refine Evaluation and Analysis Requirements

The GENAD OCE supports the CPT in identifying gender SME requirements to support the development of evaluation and analysis plans.

2.4.3.6 Develop Experiment Integration Requirements and Limitations

If there is an experiment conducted the GENAD OCE needs to ensure that gender perspective is adequately integrated into the experiment. The GENAD OSE supports the CPT in development of clear requirements and identification of limitations from gender perspective.

2.4.3.7 Determine Initial EXCON Requirements

The GENAD OCE supports the CPT in determining gender specific EXCON requirements when applicable.

2.4.3.8 Determine Real Life Support (RLS) Requirements

The GENAD OCE coordinates with the logistics cell GFP to ensure all participants' needs are considered for RLS requirements.

2.4.3.9 Submit Draft Initial Exercise News Release (IENR) to the OSE

The GENAD OCE supports the OCE Public Affair Officer (PAO) in providing a gender analysis of the IENR to account for potential gender sensitives within the HN.

2.4.4 Key Activity 4: Develop OCE's Exercise Planning Guidance

The GENAD OCE supports the development of this guidance by providing SME advice to the OCE and CPT. Guidance is developed on:

2.4.4.1 Missions, Forces and Tasks

This guidance describes the missions and tasks to be planned and/or executed by the TA. The GENAD OCE supports the CPT with an analysis of this information and identifies ways to achieve gender perspective integration guidance for the execution of the tasks.

2.4.4.2 Scenario Development

This guidance sets conditions on scenario development to meet the TOs. The GENAD OCE ensures that scenario development guidance specifies the inclusion of sufficient information for gender analysis of the scenario. This task occurs regardless of the type of scenario chosen: off-the-shelf, newly developed, or real world. The guidance must also specify that the GENAD OCE supports scenario developers with analysis of real-world data such as, information provided on the websites SIGI, World Bank, WHO, UN organizations that can be used in all three types of scenarios and contribute varying sensitivities in both simulated exercise (SIMEX) and live exercise (LIVEX) scenarios.

2.4.4.3 EXCON

The GENAD OCE develops guidance on gender perspective relating to EXCON addressing: organizational manning. This may include information about, gender SMEs and the preferred gender balance in the EXCON, mentors, role players and evaluators, training (gender awareness), media output and scenarios.

2.4.4.4 Establishment and conduct of syndicates and additional conferences

The GENAD OCE ensures that syndicate/conference guidance considers the inclusion of gender expertise and identifies GFPs to supplement the syndicates during the planning conferences (IPC, MPC, and FPC).

2.4.4.5 Additional topics

The GENAD OCE also supports the CPT in the development of guidance on the following: Pre-Operational Conduct Training, Evaluation Requirements, Analysis Objectives, and Experimentation.

2.4.5 Key Activity 5: Develop Initial Draft Exercise Plan

The GENAD OCE supports the CPT in development of the initial draft EXPLAN in preparation for the initial site survey and Initial Planning Conference (IPC). The GENAD OCE contributions include, but are not limited to, the following:

2.4.5.1 Review OCE Exercise Planning Guidance

GENAD OCE supports the review of the exercise planning guidance with advice to the CPT.

2.4.5.2 Draft Pre-Operational Conduct Training Plan (Schedule of Activities)

The GENAD OCE ensures the specified training adequately supports EXCON's integration of gender perspective.

2.4.5.3 Develop Concept of Evaluation/Analysis

GENAD OCE supports the development of the concept of evaluation and analysis with specific evaluation and analysis points related to gender perspective integration.

2.4.5.4 Develop Initial Draft Experimentation Annex

If an experimental topic has been specified, the GENAD OCE supports the development of the Experimentation Annex to ensure gender perspective is adequately integrated. (E.g. collective defence and gender experimentation).

2.4.5.5 Develop EXCON Concept and Structure

GENAD OCE supports the development of the EXCON organization and manning (e.g. gender SMEs and suggesting a preferred gender balance in the manning of the EXCON, mentors, role players and evaluators).

2.4.5.6 Develop Exercise Synchronization Matrix

This shows all exercise events occurring over time and space. The GENAD OCE uses the Exercise Synchronization Matrix to understand where and when exercise events are occurring in relation to each other. The GENAD OCE supports the development of the matrix by analysing /de-conflicting gender perspective training-opportunities with other exercise events. This is an important activity because gender perspective integration is a systematic process that occurs during the entire exercise.

2.4.6 Key Activity 6: Develop Scenario Modules

This activity is critical in establishing the foundations on which the TA is able to achieve the gender related components of their TOs. The GENAD OCE performs a gender analysis to advise the development of Scenario Modules supported by the GENAD ODE. Key activity 6 describes the development of the Scenario Module 2 "ToO Information".

2.4.6.1 Module 2: Theatre of Operations (ToO)

This module contains static information/data about the region based on EXSPEC information from Module 1 Geo-Strategic Situation. The GENAD OCE supports this development through participation in the Theatre Data Working Group. By reviewing Module 1, the GENAD OCE provides gender specific, sex and age disaggregated data (SADD) for Module 2 development.

2.4.6.2 Develop ToO, Country Information, ORBAT Data, Infrastructure Data, and OPFOR Campaign Plan

The GENAD OCE support the development of different data sets with gender expertise. It is also essential to conduct gender analysis on three different groups of actors in the scenario: 1) the civil environment in which the exercise takes place (the social domain S, of the PMESII), 2) own forces, and 3) OPFOR. The simultaneous development of country information, ORBAT, Infrastructure and OPFOR development requires the GENAD OCE to request the leadership to identify and assign GFPs to support the different working groups.

2.4.7 Key Activity 7: Conduct Site Survey

The site survey is conducted to gather information on the exercise location and to determine if the site sufficiently supports the training objectives. The GENAD OCE either participates, designates a representative, or develops a questionnaire to support the site survey. A basic Gender Analysis of the exercise location provides a foundation for site survey considerations; these include facilities and infrastructure available, the identification and coordination of gender related issues, and other sensitivities that would affect the execution of the exercise.

2.4.8 Key Activity 8: Conduct Initial Planning Conference (IPC)

The aim of the IPC is to present the initial draft EXPLAN and draft Scenario Module 2. It also includes participation and manning requirements. Syndicates are established during the IPC to further develop the EXPLAN and scenario modules. The GENAD OCE participates /advises the IPC, identifies gender expertise support to relevant syndicates and supports the identified GFPs in those syndicates. The GENAD OCE supports the IPC in the following sub-activities:

2.4.8.1 Determine Requirements for IPC Syndicates

The GENAD OCE ensures that support from GFPs in relevant syndicates is included in the IPC syndicate requirements. If required, the GENAD OCE may need to conduct a syndicate specifically dedicated to gender related topics.

2.4.8.2 Review of the following products to ensure the integration of gender perspective

- EXSPEC and OCE's Exercise Planning Guidance
- Requirements, Tasks, Synchronization Matrix and Milestones
- Planning Situation and Theatre Information Requirements

2.4.8.3 Assessment of the following products

- External Training Support Requirements: the GENAD OCE considers external training support with a gender mentor.
- Requirements for Augmentation and Support for TA: the GENAD OCE assesses the TA's need for GENAD augmentees.
- Experiment Integration and Training Requirements.
- Evaluation, Observation and Analysis Requirements.

- EXCON Manning and Resources: the GENAD OCE ensures sufficiently gender trained EXCON participation for gaming and evaluation.
- Force Protection with SNs and HN: the GENAD OCE needs to assess if there are any specific gender related issues, restrictions or sensitivities. The GENAD OCE reviews the EXPLAN for specific gender related FP guidance.

2.4.8.4 Draft the Start of Exercise (STARTEX) Conditions for Sub-Phase IIIB: Operations

The GENAD OCE contributes to the draft STARTEX Conditions by including gender perspective and advising leadership to include the TA Gender SME structure in the entire planning process.

2.4.8.5 Determine Partners' Document Requirements

The GENAD OCE determines if there are any relevant gender related partner documents that can assist the TA (e.g. UN documents).

2.4.8.6 Establish Points of Contact for All Participating Organizations

The GENAD OCE establishes a gender point of contact list for all participating organizations.

2.4.8.7 Determine Requirements for IO/NGO Participation/Support

After a review of possible relevant gender related IOs/NGOs, the GENAD OCE provides OCE participant recommendations. These may include how identified IOs/NGOs can be used to support gender play by, for example, ensuring that there is sex and age disaggregated data, conflict related Sexual and gender based violence, Children in armed conflict, human trafficking, and other information that will drive military decision making during the exercise. These topics will foster a greater dynamic of interaction between IOs/NGOs and the military in order to effectively address intersectional issues. If practicable, a gender-focused IO/NGO should be utilized to support exercises.

2.4.8.8 Determine Key Issues for Resolution and Way Ahead

This is an opportunity for the GENAD OCE to address any gender related issues for resolution. The GENAD OCE gathers IPC syndicate GFPs to discuss the way ahead with regard to gender perspective integration.

2.4.9 Key Activity 9: Develop Refined Draft Exercise Plan and Products

Following the IPC, the GENAD OCE supports the CPT in refining the draft EXPLAN, refining developed Scenario Module 2 (Theatre of Operations) and begins developing Scenario Modules 3 (Strategic Initiation) and 4 (Crisis Response Planning Information).

2.4.9.1 Develop Module 3: Strategic Initiation

This establishes the desired end-state, objectives, limitations and directions for the exercise. The GENAD OCE ensures gender perspective inclusion in this Module through the following products:

- Road to Crisis which provides for example, social domain information with SADD about the population, including refugee movements, unemployment, causalities and changes in gender roles.
- UNSC Resolutions and/or other documents providing the legal basis for the operation such as UNSCR 1325 and related Resolutions, NAC agreements and set ROEs.

- Strategic Level Assessment (Gender Analysis)
- Strategic Level Military Response Options
- Strategic CONOPS including gender-related contributions to CONOPs and Annexes. It should be noted that these plans normally sit on the shelf and are brought out for exercises. GENAD OSE could work on these plans with supporting GFPs before exercises.
- Strategic Level Planning Directives such as the ACO Gender FPG.

2.4.9.2 Develop Module 4: Crisis Response Planning Information

This provides current information and data about the international and regional situation for the TA to conduct necessary planning. The GENAD OCE, with support of GFPs within IPC syndicates, performs a gender analysis of the scenario to determine gaps in gender related information. Based upon the gender analysis, the GENAD OCE ensures this module contains sufficient SADD and other gender related data for the TA, GENADs and GFPs to work with and conduct their own gender analyses. The SADD should be injected into the scenarios through realistic channels and not as separate information. Potential GENAD OCE SADD contributions include but are not limited to:

- Current Intelligence Summary
- Friendly Forces
- Target Integrated Data Base
- Civil military Data and Information
- OLRT Recce Reports
- NCRS Messages and Measures
- Intelligence Dataset
- Draft Logistics Concept
- MELMIL (Phase II)

2.4.9.3 Deliver C2IS Data Bases for Operations Planning

The GENAD OCE ensures the delivered databases include SADD.

2.4.9.4 Refine Phase I Training Annex.

GENAD OCE confirms that there are sufficient gender mentors included in the external training support.

2.4.9.5 Develop Evaluation and Analysis Plans

To facilitate gender perspective evaluation, the GENAD OCE ensures gender perspective is incorporated within TOs and supporting tasks and the evaluation and analysis plan is followed.

2.4.9.6 Finalize

- EXCON Structure and Arrangements. GENAD OCE confirms that the EXCON structure sufficiently supports gender perspective integration in areas such as manning, gaming and evaluation.
- Public Affairs (PA) Annex in the EXPLAN. The GENAD OCE reviews the PA annex to ensure gender perspective has been considered.

- Phase I Training Package. If a lack of common understanding on gender perspective is identified, the GENAD OCE advocates for the inclusion of gender related topics during: Internal Training, Academic Seminars, Key Leader Training, and Battle Staff Training.

2.4.10 Key Activity 10: Conduct Main Planning Conference (MPC)

The GENAD OCE participates/supports in the following activities:

2.4.10.1 Determine Requirements for MPC Syndicates

The GENAD OCE ensures support of GFPs to syndicates is included in the MPC syndicate requirements. The GENAD OCE designates appropriately trained GFPs for each of the MPC syndicates. A syndicate specifically related to gender may be required.

2.4.10.2 Review

- Requirements, Tasks, Synchronization Matrix and Milestones
- Review/Update EXPLAN Development

2.4.10.3 Finalize

- External Training Support. The GENAD OCE supports the process of identifying augmentation requirements by HQs, agencies, centres and Nations
- Evaluation Requirements/Analysis Objectives
- Evaluation, Analysis and Experimentation Structures
- EXCON Structure

2.4.10.4 Determine Key Issues for Resolution and Way Ahead.

This is an opportunity for the GENAD OCE to address any gender related problems for resolution. The GENAD OCE gathers MPC syndicate GFPs to discuss the way ahead with regard to gender perspective.

2.4.11 Key Activity 11: Finalize EXPLAN and Products

The GENAD OCE supports the finalization of the EXPLAN and Modules two (2) theatre of operations information), three (3) strategic initiation and four (4) crisis response planning information. The GENAD OCE also analyses and assesses phase II planning products of the TA GENAD and supports the development of Scenario Modules five (5) Force Activation and Deployment Information and six (6) Execution/STARTEX/MELMIL. The specific steps the GENAD OCE supports include:

2.4.11.1 Develop Module 5: Force Activation and Deployment Information

The GENAD OCE ensures that, the TA is encouraged to establish a gender manning structure within the creation of the national and strategic generation, activation and deployment information. The GENAD OCE analyses the results of the pre-established gender manning structure against the Sub-Phase IIIA STARTEX conditions. Possible areas of GENAD OCE support during this module development include but are not limited to:

- Activation and Preparation Messaging
- International Agreements
- Intelligence Summaries
- MELMIL input

2.4.11.2 Develop Module 6: Execution STARTEX and MELMIL

This module describes the situation at STARTEX for Sub-Phase IIIA and Sub-Phase IIIB, it is based on a careful analysis of the OPLANs in relation to the EOs, TOs, the OPFOR Campaign Plan, and the likely situation in theatre. The GENAD OCE participates in the MELMIL workshops and supports the CPT/EXCON with the establishment of Sub-Phase IIIB STARTEX conditions. Before the MELMIL strategic workshops, the GENAD OCE, with support of GFPs within the CPT, performs a Gender Analysis of the scenario to determine gaps in gender related information. Based on this Gender Analysis, the GENAD OCE ensures this Module contains sufficient SADD and gender related data for the TA, GENADs and GFPs. Potential GENAD OCE contributions include:

- Road to Crisis
- Current Intelligence Summary (INTSUM)/ Intelligence Report (INTREP).
- Current Assessment Report (ASSESSREP)
- STARTEX Forces Lay Down
- Current SITREPS for Land, Air, Maritime, SOF, Cyber, PAO, CIMIC, CIS, METOC, Deployment, Logistics, etc.
- Area of Interest (AOI), Area of Operations (AO), and Common Operating Picture (COP) data and information
- Main Events List and Main Incidents List

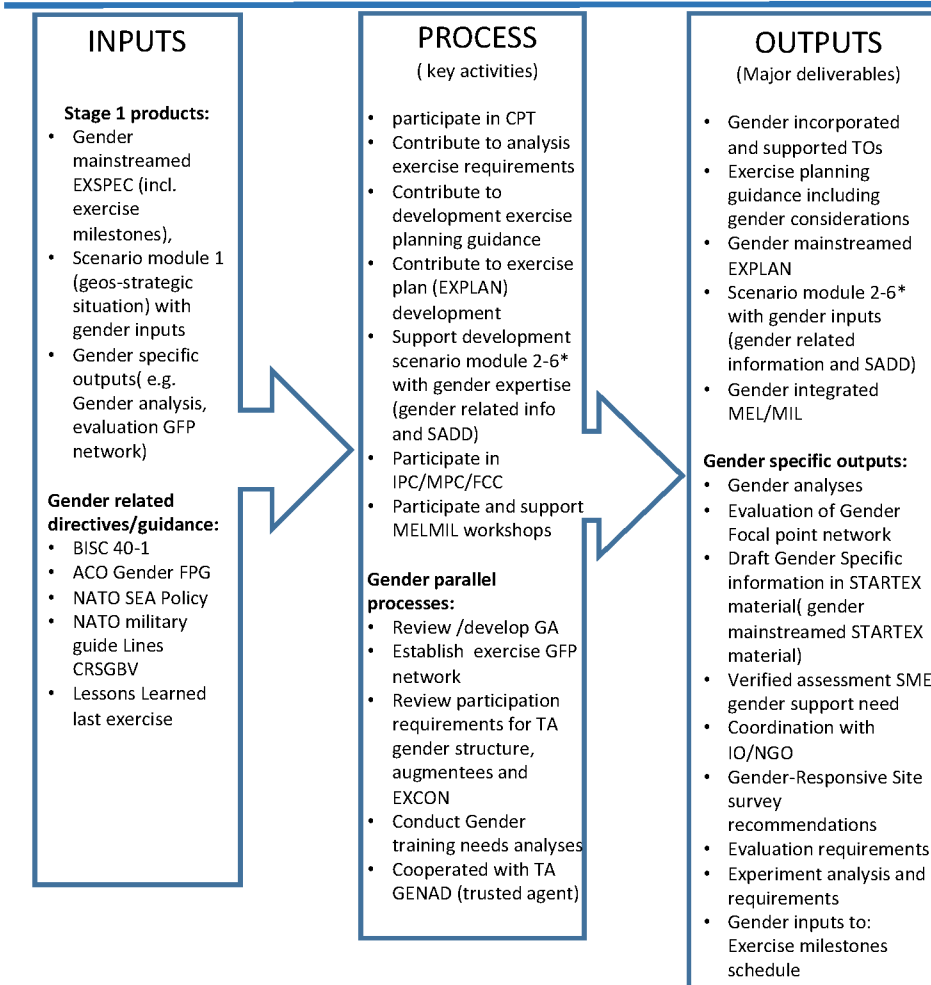
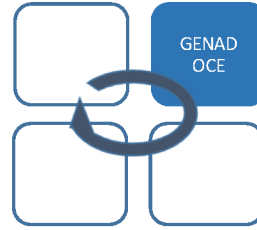
2.4.12 Key Activity 12: Conduct Final Coordination Conference (FCC)

GENAD OCE participation in the FCC is only required if there are any outstanding issues and products to complete for Sub-Phases IIIA and IIIB. Additionally, the GENAD OCE supports Module 5 and 6 completions.

Stage 2 – Planning and product development (design)

In this stage the Exercise plan (EXPLAN) is designed. The EXPLAN provides direction and guidance to all exercise participations on preparation, conduct, support analysis and reporting.

This stage is crucial for the inclusion of GP in the exercise. From a gender perspective the GENAD to OCE is responsible to advise OCE/CPT in the development of a Gender integrated TOs (subtasks), the development of a gender mainstreamed EXPLAN and ensures that the scenario (scenario modules) includes gender related information and a gender mainstreamed MEL/MIL scripting, based on a reviewed GA. The process starts with the review of the GA, followed by contribute to all the key activities as member of CPT (including the establishment of GFP network) and is ending with a gender approved mainstreamed EXPLAN, scenario & MEL/MIL.



Scenario modules are: Module 2: theater operations information, Module 3: strategic situation, Module 4: crisis response planning information, Module 5: Force activation and deployment information, Module 6: Execution information

Tips for a Successful Stage 2

- Build on products developed in stage 1
- pre-trained GFPs essential to support in many different tasks at the same time, the strategic placement and clear intent of these GFPs and outside expertise during this stage will set you up for successful execution.
- Assess, review and contribute to products developed by other exercise participants.
- Develop to fill identified gender gaps

Figure 5: Gender SME support to the integration of gender perspective in exercise planning process Stage 2 (Annex A)



CHAPTER 3 – STAGE 3

Gender perspective in exercise
Operational Conduct

Chapter 3 – Stage 3: Gender perspective in exercise Operational Conduct

3.1 Introduction

This chapter focuses on exercise execution. All four phases of the NATO Exercise and Training Model are conducted during the Exercise Operational Conduct Stage. This stage begins with the Foundation Training Phase and ends with the Assessment Phase.

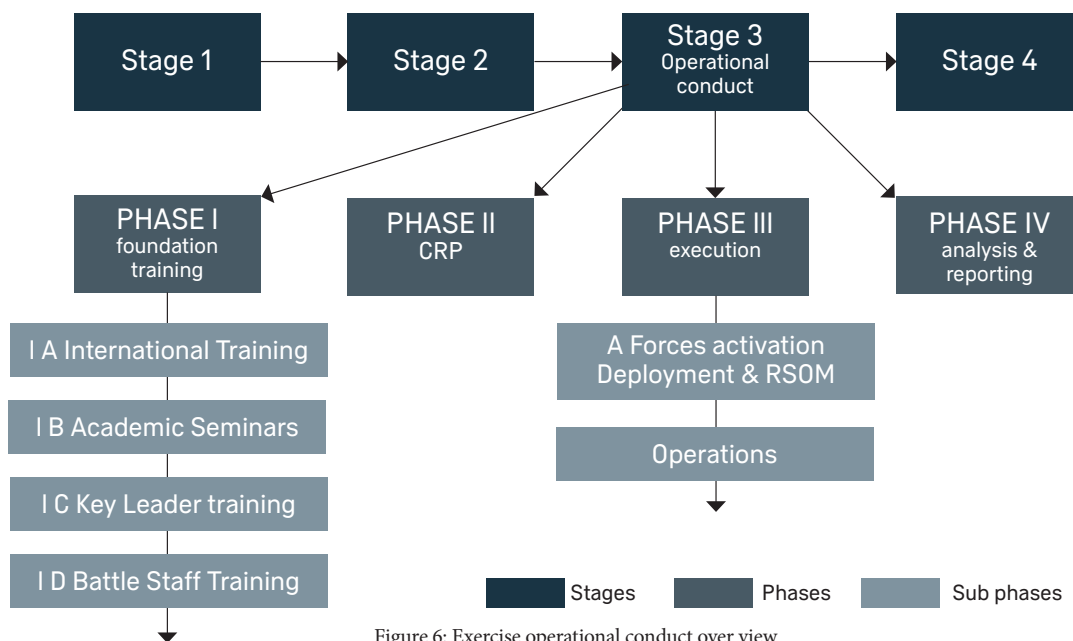


Figure 6: Exercise operational conduct over view

The purpose of this chapter is to provide an overview of the Exercise Operational Conduct Stage 3 focusing on NATO Command Structure (NCS) and NATO Force Structure (NFS) HQ training. Observations and Lessons Identified are collected and processed throughout the Operational Conduct Stage.

Direction is issued by the EXDIR and control is achieved through constant monitoring by the Training Teams (TT). The GENAD ODE contributes with various forms of support to the EXDIR, EXCON, and TA during each phase of this stage.

The importance of gender perspective integration in this stage is that the TA gender SMEs actively contribute to the process as the exercise is played in real time. This reflects how the TA will perform in operations and how they will deal with incidents which indicate the absence of or poor gender perspective integration. These are critical to identify so that actions may be assessed and corrected prior to deployment.

3.2 Output (Major Deliverables)

The major deliverables of the Operational Conduct Stage are listed below. The GENAD ODE, based upon the previous stage's deliverables, supports each phase. How GENAD ODE will support each phase is explained later in this chapter.

- Phase I Foundation Training
- Phase II Crisis Response Planning (CRP)
- Phase III Execution
- Phase IV Assessment

3.3 Roles and Responsibilities

- On behalf of the OSE, the EXDIR directs the EXCON and coordinates the roles between training, experimentation, analysis, and evaluation teams.
- The EXCON supports the EXDIR during the Operational Conduct Stage. The EXCON consists of response cells and a situation centre. The EXCON establishes the conditions required during execution of the exercise to achieve the TOs.
- The DIREVAL is responsible for coordinating the different evaluation activities. Often, these include coordination requests for modification of planned incidents and/or injections. When required, the DIREVAL coordinates data collection of the Joint Analysis and Lessons Learned Centre (JALLC) analysis team.
- During this stage, the GENAD OCE closely cooperates with GENAD ODE on integrating gender perspective through the GENAD ODE. The GENAD ODE is the advisor to the EXDIR for gender perspective in the conduct of operations. The GENAD ODE supports the TA GENAD during Phase 1- Foundation Training, supports EXCON during Phase II and IIIA/B, and provides guidance to the mentors and DIREVAL. The GENAD ODE supports the evaluation teams with checklist development, the JALLC analysis team with data collection, and the experimentation coordination cell with advice on gender perspective integration. The GENAD ODE coordinates gender related activities with trained personnel within EXCON and Training Teams.

3.4 Key Activities

The Operational Conduct Stages is comprised of four key activities that correspond with the four major deliverables, four phases of operational conduct and their respective sub-phases.

The GENAD ODE provides various forms of support during each of these phases. Below are the specific GENAD ODE contributions to each key activity.

3.4.1 Key activity 1: Phase I Foundation Training

The TA GENAD, if needed with the support of the GENAD ODE, analyses the current foundation-training plan to identify areas to integrate gender perspective. If gender related training gaps are identified, the development of foundation training solutions needs to be tied to the setting and scenario of the upcoming exercise. It is important for the TA GENAD to ensure that gender related training elements within each of the foundation training sub-phases is tailored to the specifics of the exercise and intended TA. Considerations include TOs, the TA, Training Program and enabling training documentation. All are tailor-made and unique for the different sub-phases of foundation training.

3.4.1.1 Phase IA – Internal (Individual and Collective) Training

The TA GENAD creates opportunities during this sub-phase for the staff to improve their knowledge of gender perspective. This should enable the staff to apply gender perspective in their functional area during future collective training.

3.4.1.2 Phase IB – Academic Seminars

The overall purpose of Academic Seminars is to prepare TA Commanders and their key staff for the challenges encountered during missions and to function as an operational HQ. The GENAD ODE supports the TA GENAD in leveraging the TA Academic Seminars to address gender themed challenges. Examples of topics include; Conflict Related Sexual and Gender Based Violence (CR-SGBV) and review of command reporting procedures, collective defence and gender, or gender in hybrid warfare. It is important that the TA GENAD uses this opportunity to establish the relevance of gender perspective within the TA. To be successful, briefs must include real-world examples they should expect in the exercise along with the ‘so what’ of effective and ineffective integration of gender perspective.

3.4.1.3 Phase IC – Key Leader Training (KLT)

It is the TA GENAD’s responsibility to convey to the TA Commander the connection and importance of their leadership role in relating gender thematic topics addressed during the academic seminar to their staff. The GENAD ODE provides support, if needed to the TA GENAD during this sub-phase (examples include guided discussions on military guidelines for the prevention of and response to CR-SGBV). The training should be tailored to the key gender related topics they should be concerned with in the context of the specific exercise or mission and focus both on their legal and organizational responsibilities and how integrating gender perspective will enhance their operational effectiveness and ultimate success.

3.4.1.4 Phase ID – Battle Staff Training

Battle Staff Training is a collective training opportunity for the enhancement of staff processes during the exercise. The TA GENAD’s responsibility during this sub-phase is to develop ways in which gender considerations can contribute to overall staff processes. One example is the establishment of a functional dialogue between the TA GENAD and the TA GFPs as well as an associated established battle rhythm to support this. The establishment of this battle rhythm will also assist in the selection and prioritization of essential boards or working groups for gender SME participation. The GENAD ODE should be prepared to offer solutions if required to the TA GENAD.

3.4.2 Key activity 2: Phase II Crisis Response Planning (CRP)

The CRP phase is divided into two parts. Phase IIA focuses on the Strategic and Operational level, and Phase IIB focuses on the Operational and Tactical level.

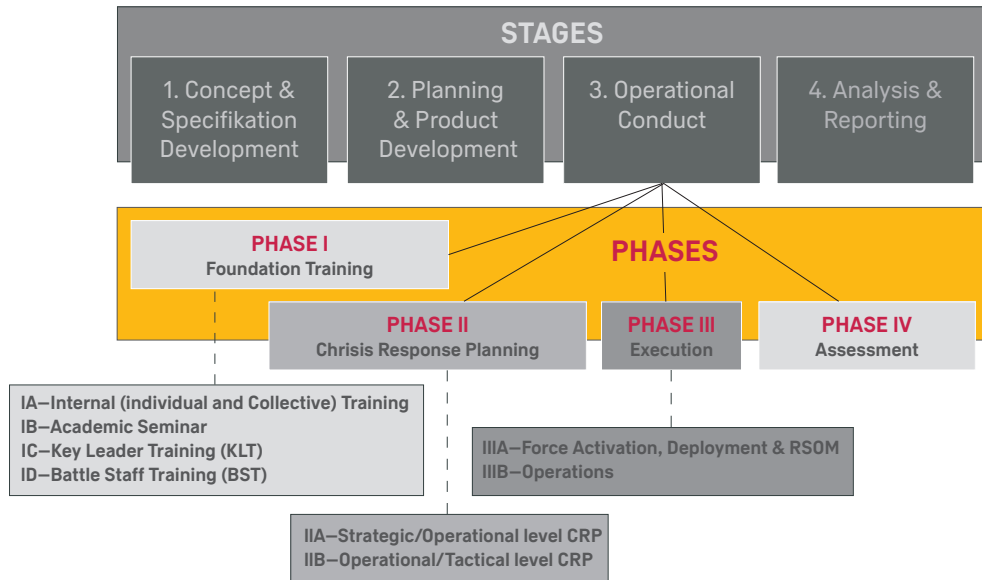


Figure 7: Stages of the Operations Planning Process

The CRP exercise phase is specifically designed for the TA to conduct the Operation Planning Phase (OPP) within the scope of the scenario. The TA is provided with the Political-Military and, depending on the TAs level in the military hierarchy, Military Strategic documents. The GENAD OSE/OCE/ODE has provided input to these initial scenario documents for the TA in previous stages. The TA GENAD utilizes higher headquarters directives and SOPs, for example, NATO BI-SCD 040-001 or SOP 106 to activate their gender advisory structure, provide a gender analysis of operational data and information, support the OPP with gender considerations, produce situational understanding and gender related CRP output within the applicable timeframe, and increase situational awareness. Output for the TA GENAD include contributions to the operation plan, supporting annexes, and the development of gender perspective in Military Operations Annex.

It is essential that the TA GENAD fully participates in CRP either as part of the ‘Green Team’ or as an advisor to all syndicates. Failure to do so will significantly affect their ability to influence the operation during execution. During this phase, the GENAD ODE provides mentorship to the TA GENAD and other mentors in best practices for integrating gender perspective into the OPP. The GENAD ODE analyses the TA GENAD’s CRP output to ensure gender perspective has been integrated, gender related STARTEX conditions have been met, and that gender integrated TOs can be achieved. If gender related STARTEX conditions have not been met, it is the GENAD ODE’s responsibility to guide the TA GENAD in finding a solution. The GENAD ODE contributes during this phase by advising the EXCON, supporting the Operational Liaisons and Reconnaissance Team (OLRT), and assisting the evaluation, analysis and experimentation teams when applicable.

Each HQ will determine how to structure their Operation Planning Group. If the TA GENAD is assigned to the Green Team, it is essential that HQ leadership have GFPs allocated to all other syndicates including the RED TEAM. If the TA GENAD is supporting all syndicates then, allocating a GFP within each one is strongly recommended but not essential. Prior to CRP it is critical that the GFPs are provided with clear terms of reference and training. Close liaison should be maintained between the TA GENAD and GFPs throughout CRP – including during CONOPS and OPLAN development.

3.4.3 Key activity 3: Phase III Execution

3.4.3.1 IIIA – Force Activation, Deployment, Reception Staging and Onward Movement & Integration (RSOM&I)

During this phase the TA GENAD cooperates with the J3 (A/S/G3) and Joint Logistics Support Group (JLSG) in monitoring the deployment and execution of the Reception, Staging, Onward Movement and Integration (RSOI) process. The GENAD ODE monitors this cooperation. Furthermore, GENAD ODE assists in the refinement of: gender related STARTEX conditions, war-gaming based the TA's OPLAN, OPFOR campaign plan, EX-CONs response cells, and MELMIL scripting.

3.4.3.2 IIIB – Operations

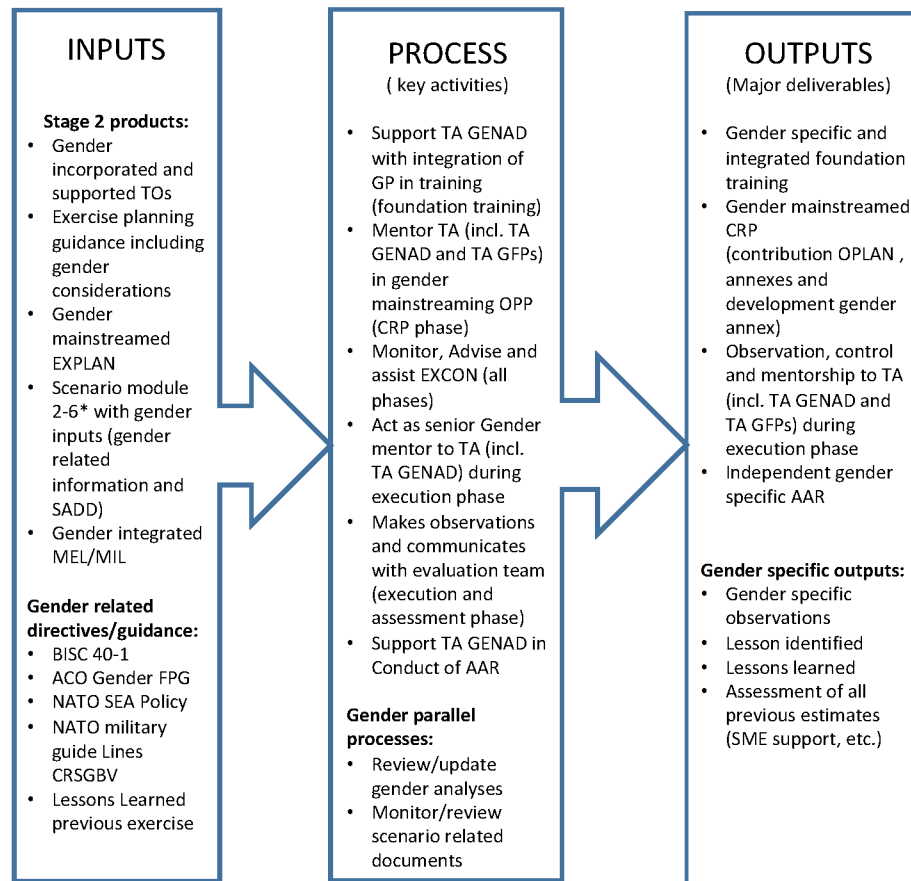
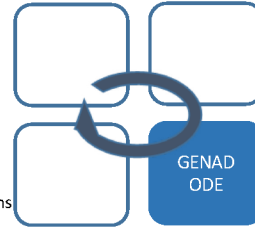
The TA GENAD during this phase serves in the capacity of advisor to the TA Commander, Staff, and their respective GFPs. The TA GENAD contributes to the execution of the OPLAN by participating in the TA's battle rhythm activities. The GENAD ODE during this phase fulfils their role as senior gender mentor - providing control, observation, and mentorship, to the whole TA including the TA GENAD and TA GFPs. During operations it is the GENAD ODE's responsibility to maintain situational awareness during the exercise through coordination with the Gender SMEs in the Training Team and in EXCON. This coordination allows the GENAD ODE to adjust the intensity, frequency, and impact of gender related injects during the exercise. The GENAD ODE during this phase supports the TA GENAD with the integration of GENAD augmentees into the TA. The GENAD ODE also consolidates daily observations and maintains communication with the evaluation, analysis, and experimentation teams.

3.4.4 Key activity 4: Phase IV Assessment

During this phase, the GENAD ODE combines their observations with those of the evaluation, mentor, and gaming teams for submission to the EXDIR for an After Action Review with the TA. It is recommended that the GENAD ODE conduct an independent AAR with the TA GENAD, their supporting GFPs, Gender SMEs in EXCON, and the Gender Mentor Team prior to the EXDIR AAR. A gender specific AAR allows the TA GENAD to contribute to the larger TA AAR. At a minimum, the AAR includes what was the intention, what actually happened, what went well, what did not go well, key observations, significant findings, conclusions and recommendations.

Stage 3 – Exercise operational conduct

In this stage the 4 Exercise phases (foundation training, crisis response planning, execution and assessment) are conducted. The Exercise director (EXDIR) directs the exercise control (EXCON) in order to set the conditions to allow the TA to achieve the TOs. This phase starts with the foundation training Phase and ends with the assessment phase and it may begin before the FCC. From a gender Perspective the GENAD to ODE/EXDIR is responsible for advising the ODE/EXDIR and provides various forms of tailor made support (mentor, support ,assist, monitor) to EXCON, DIREVAL and TA to gender mainstream the different phases of this conduct stage. The process begins with support to the foundation training, followed by mentoring the TA GENAD, advising EXCON and assisting training teams (ICCW GFPS) and is ending with sharing observations and recommendations



Scenario modules are: Module 2: theater operations information, Module 3: strategic situation, Module 4: crisis response planning information, Module 5: Force activation and deployment information, Module 6: Execution information

Tips for a Successful Stage 3

- Most major deliverables are TA GENAD responsibility but with support and guidance from GDE.
- Provide mentorship for whole TA and always include the TA GENAD
- Identify potential opportunities to integrate GP in existing foundation training Assess
- Analyse the TA before delivering mentorship
- Ensure full participation of TA GENAD in CRP
- Be the link-pin between TA, EXCON and EVAL IOT be able to adjust the intensity, frequency and impact of the gender related injects during the exercise
- Guide TA GENAD in making plan with TA GENAD how to cover the activities in the busy battle rhythm

Figure 8: Gender SME Support to the Integration of gender perspective in Exercise Planning Process Stage 3 (Annex A)



CHAPTER 4 – STAGE 4

Gender perspective in exercise
Analysis and Reporting

Chapter 4 – Stage 4: Gender perspective in exercise Analysis and Reporting

4.1 Introduction

In this stage, structure is given to the ODE/OCE/OSE activities that support the analysis and reporting process during the entire exercise planning process. This stage is unique because it begins early in the exercise planning process and can extend beyond Stage 4. It includes during- and post-exercise observation, analysis and reporting in accordance with the EXPLAN.

This chapter provides guidance to the GENAD ODE/GENAD OCE/GENAD OSE on their input and analysis of activities that constitute the Exercise Analysis and Reporting Stage. During this stage the GENAD OCE/ODE works with a variety of teams involved in conducting operations, analysis, evaluations and experimentation, these include evaluators, observer trainers, analysis, and experimentation teams.

The importance of gender perspective integration in this stage is to learn, correct or improve on how and when gender perspective was integrated through an analysis of the gender specific actions or inactions during exercise conduct. The collection of Lessons Learned (LL) throughout improves the quality of the analysis and reporting during this stage and helps to improve the gender discipline and NATO's commitment to the implementation of UNSCR 1325 and related Resolutions.

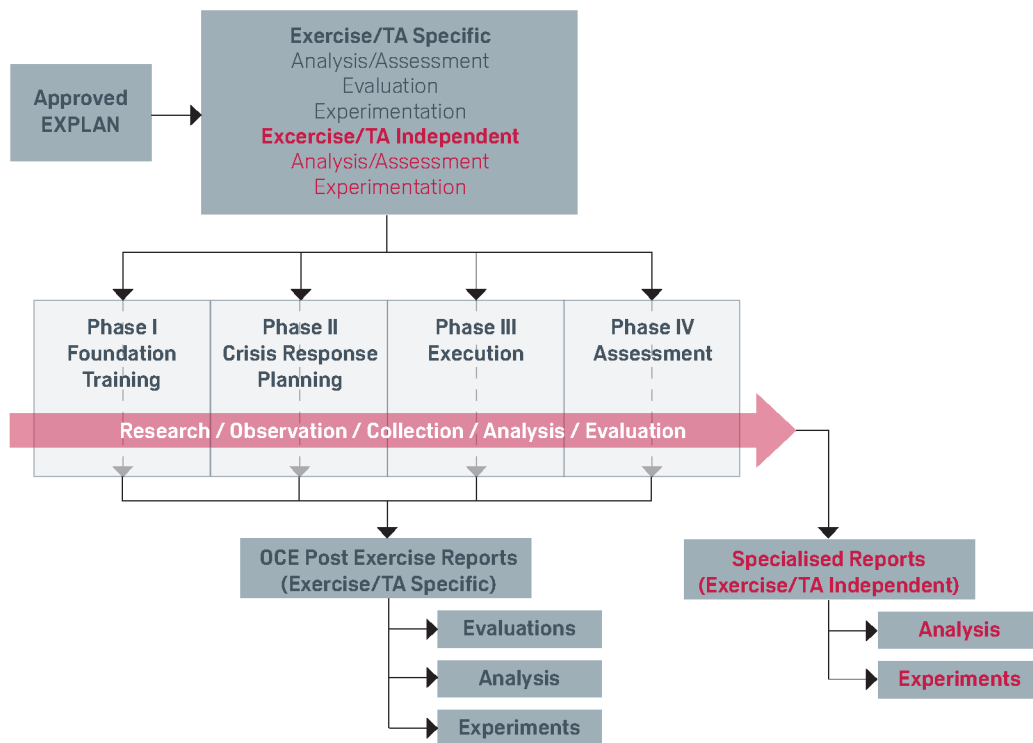


Figure 9: Exercise Reporting and Lessons Learned Process Interrelationships

4.2 Output (Major Deliverables)

There are three main categories of output (major deliverables): Exercise Reports, Performance Reports, and Specific Analysis Reports. These three categories enable the GENAD OCE to contribute to the OCE's Final Exercise Report (FER). The GENAD ODE/OCE contributes to the Exercise Reports and Performance Reports to support the TA and overall exercise TOs. If required, the GENAD ODE/OCE contributes to a Specific Analysis Report further developing the Gender in Military Operations Discipline.

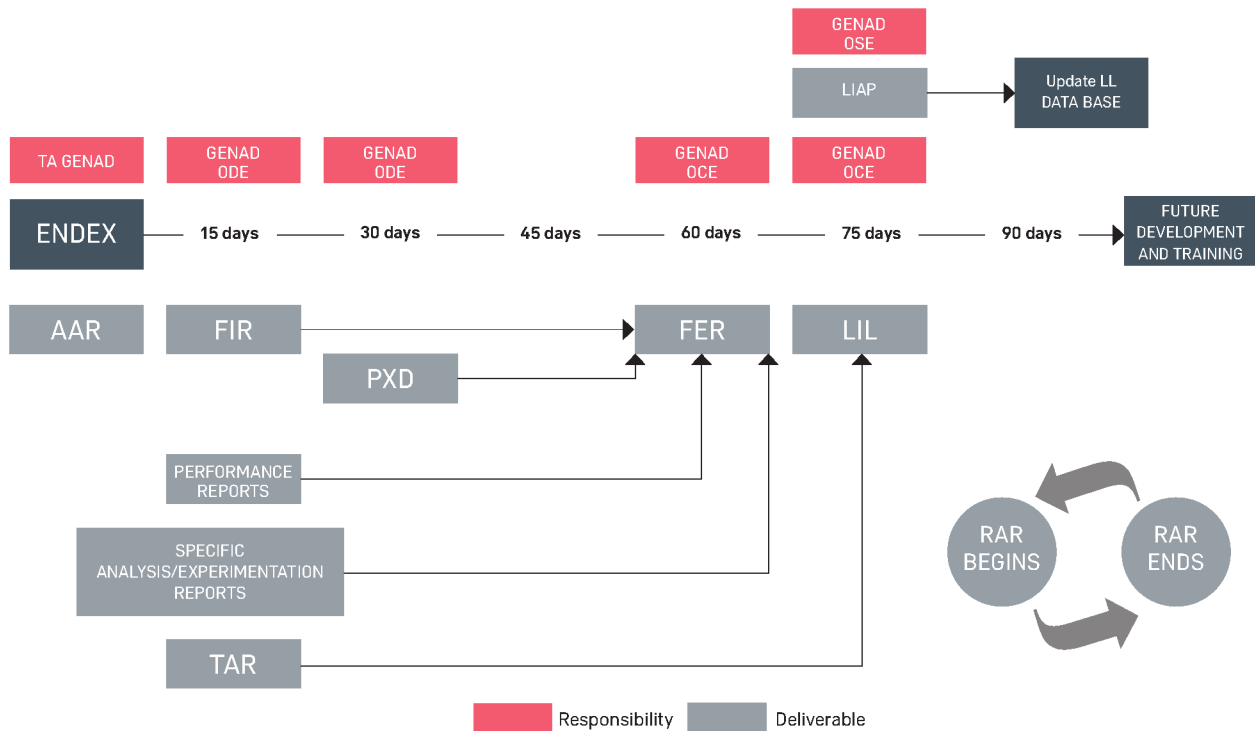


Figure 10: Gender SME Contributions to the Analysis and Reporting Structure

4.2.1 Final Exercise Report (FER)

The most important Exercise Report the GENAD OCE/GENAD ODE contributes to is the FER. Specifically, the GENAD OCE/GENAD ODE provides gender related observations and recommendations to the Subject Area Enclosure section. The FER contains a summary of the EOs and TOs the exercise achieved and the Observations/Lessons Identified (LI). The FER draws conclusions, makes recommendations and suggests remedial/corrective actions. The FER also addresses lessons identified, and Observations/LI beyond the OCE's capability. Furthermore, the GENAD OCE contributes to the Lesson Identified List (LIL) to assist the GENAD OSE in developing the OSE's Lessons Identified Action Plan (LIAP). The GENAD ODE collects information for the FER by making a comprehensive assessment on the integration of gender perspective in the three categories below:

A. Exercise Reports

The GENAD ODE is responsible for contributing to the three exercise reports that make up the FER. The exercise reports are:

- First Impression Report (FIR) is the formalized combination of the After Action Review (AAR) and the Post Exercise Discussion submitted from the TA GENA to the GENAD ODE/OCE. AAR is the initial analysis conducted post exercise by the TA GENAD.
- Post Exercise Discussion (PXD) is the active discussion after the exercise among participants as recorded by the TA GENAD.
- Training Analysis and Experimentation Report (TAR) captures the issues that will help improve gender related training as identified by the GENAD ODE.

B. Performance Reports

There are two types of performance reports: Training Reports and Evaluation Reports. These two reports address the TA's performance from training and evaluation perspectives related to the gender specific TOs of the exercise. Training reports focus on foundation training and collective training events. Evaluation reports address performance during execution of the training. These reports are a GENAD OCE/GENAD ODE responsibility.

C. Specific Analysis/Experimentation Reports

These reports address any specified gender analysis or experiment conducted during the exercise. If applicable, the GENAD OSE/GENAD ODE submits the Specific Analysis/Experimentation Report to the GENAD OSE.

- Lesson Identified List (LIL). The LIL is an itemized list of lessons identified through the FER. Gender components of the LIL are consolidated by the GENAD OCE. Minimally this includes; originator, topic, observation, discussion, recommendations, proposed action body, and recommended actions.
- Lesson Identified Action Plan (LIAP). This is the GENAD OSE endorsed version the LIL with specified tasks and instructions to relevant actors. Tasks identified in the LIAP are submitted to the strategic level's lesson learned data base. Implementation of the LIAP is monitored through Remedial Action Reporting (RAR).
- Remedial Action Report (RAR). The GENAD OCE produces periodic RARs for the GENAD OSE to assess and update the status of actions specified in the LIAP.

4.3 Roles and Responsibilities

The roles and responsibilities during this phase focus on collecting data and information to be captured and transitioned into key observations and lessons learned for the LI/LL. Gender SMEs leverage this phase to further improve training and advance the gender discipline. Key responsibilities during this stage are:

- The TA GENAD supports the GENAD ODE with gender related AAR reports for the FIR.
- The GENAD ODE supports the ODE in developing and issuing the FIR, PXD, and TAR. The GENAD ODE collaborates with the TA GENAD in the development of gender related AAR reports.
- The GENAD OCE assists the OCE in the collection of gender related observations in the FER, the LIL, and RAR. The GENAD OCE assists the GENAD OSE in the development of the gender discipline by providing separate gender LIs for the LIAP.
- The GENAD OSE assists the OSE in the responsibility of validating results, endorsing Lessons Identified, and creating the LIAP (based upon the LIL). The GENAD OSE ensures that the LIs are captured in the higher HQ lessons learned database. Furthermore, as the requirement authority (RA), it is the GENAD OSE's responsibility to analyse the gender LIs for application into training and doctrine in for example the requirement review process.

4.4 Key Activities

The GENAD OCE/GENAD ODE supports the EXDIR and DIREVAL in the five (5) key activities that take place during this Stage. These five (5) key activities are:

4.4.1 Key Activity 1: Providing Coordination and De-confliction

IAW the EXPLAN the GENAD ODE/GENAD OCE works to ensure that materials which support specific gender analysis, assessment, and evaluations are collected to improve gender perspective integration.

4.4.2 Key Activity 2: Conducting Information and Data Collection

IAW the EXPLAN the GENAD ODE/GENAD OCE collects data in various ways to supplement the collected observations and LIs from previous stages.

Methods for collection of this supplemental data include: Observations/Lessons Identified, Surveys and Questionnaires, Interviews, Automated Capture and Retrieval, and Document/Material Review.

From the TA the GENAD ODE/GENAD OCE collection tasks require access to the following: training and deployment records, TA generated materials and system generated materials.

From the EXCON and/or Specific Teams the GENAD ODE/GENAD OCE requires access to the following: EXCON Logs, Assessment Reports, Training Process Reports, Experimentation Reviews, and EXCON specific Team Submissions such as LI and LL.

4.4.3 Key Activity 3: Conducting Evaluation, Analysis, and Assessment

The GENAD ODE/GENAD OCE ensures all gender related evaluation, analyses and assessment are conducted IAW the EXPLAN.

4.4.4. Key Activity 4: Preparing and Issuing Deliverables

The GENAD ODE/GENAD OCE contributes and supports the preparation and issuing of various deliverables by ensuring that gender related LIs are adequately captured. Examples of this include; AARs, PXDs, FIRs, FERs, TARs, and LILs.

4.4.5 Key Activity 5: Transitioning Key Observations & Lessons into the LL Process

The transition of Key Observations and Lessons into the Lessons Learned Process is the responsibility of the GENAD OSE with support from the GENAD OCE. The GENAD OSE determines which gender related Lessons Identified (LI) and Lessons Learned (LL) are essential for future exercises and operations. The GENAD OSE is responsible for ensuring that the tasks and LI/LLs IAW the LIAP are implemented as a detailed action plan for the TA and incorporated in the LL Database. The GENAD OSE is also responsible for uploading the LI/LL to JALLC.

4.4.6 Collaboration LL Process

The GENAD OSE and GENAD OCE work closely together on the following tasks for transitioning observations and lessons from the exercise and TA specific documents into the LL Process.

The GENAD OCE consolidates LIs, ensures they are on the LIL and assists in the staffing of the LI analysis. The GENAD OCE supports the development of the RAR IAW the LIAP.

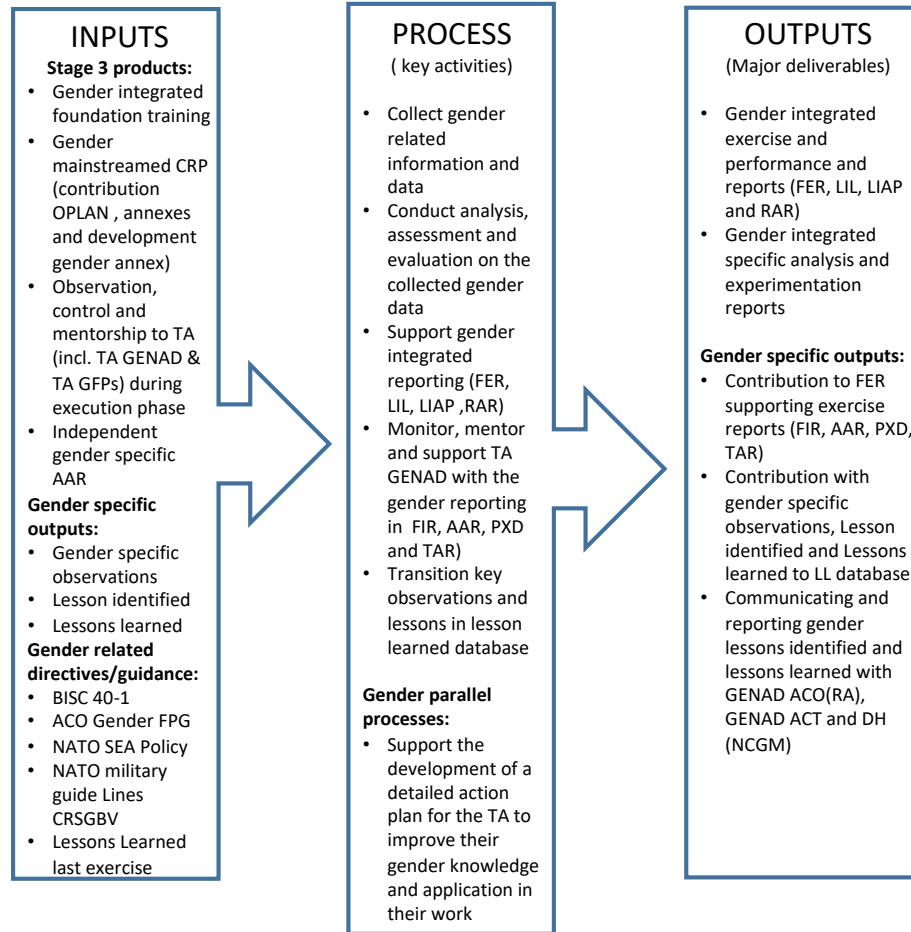
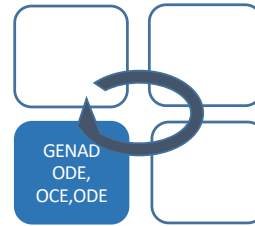
The GENAD OSE assists in issuing the LIAP for official tasking, monitoring of annual reporting and with the support of the GENAD OCE, ensures LIAP tasks are implemented. The GENAD OSE then ensures that the LI/LLs are updated in the appropriate database.

Stage 4 – Analysis and Reporting

In stage 4 observations during, and post- exercise are made and data are collected, analyzed, assessed and reported to provide feedback to the specific exercise and/or TA or address issues independent of the exercise and TA. There are a variety of teams involved in this process including; evaluators, trainers, and observers. This stage starts early in the exercise planning process and can extend beyond the phase VI assessment.

From a gender perspective the GENADs to the ODE/EXDIR, OCE and OSE are all involved in this stage. GENAD ODE and OCE support with collecting gender-related observations and lessons identified and in the development of the gender integrated -reports. The GSE supports OSE in analyzing gender lessons learned and propose remedial actions and application for education and training.

Exercise Planning Model



Tips for a Successful Stage 4

- Close cooperation with all the teams involved in this stage
- Good cross level cooperation between GENADs ODE,OCE and OSE to make sure that lessons identified will be transitioned
- Good recording of observations
- Make use of the established GFP network

Figure 11: Gender SME Support to the Integration of gender perspective in Exercise Planning Process Stage 4 (Annex A)

Annexes

Annex A Clue cards

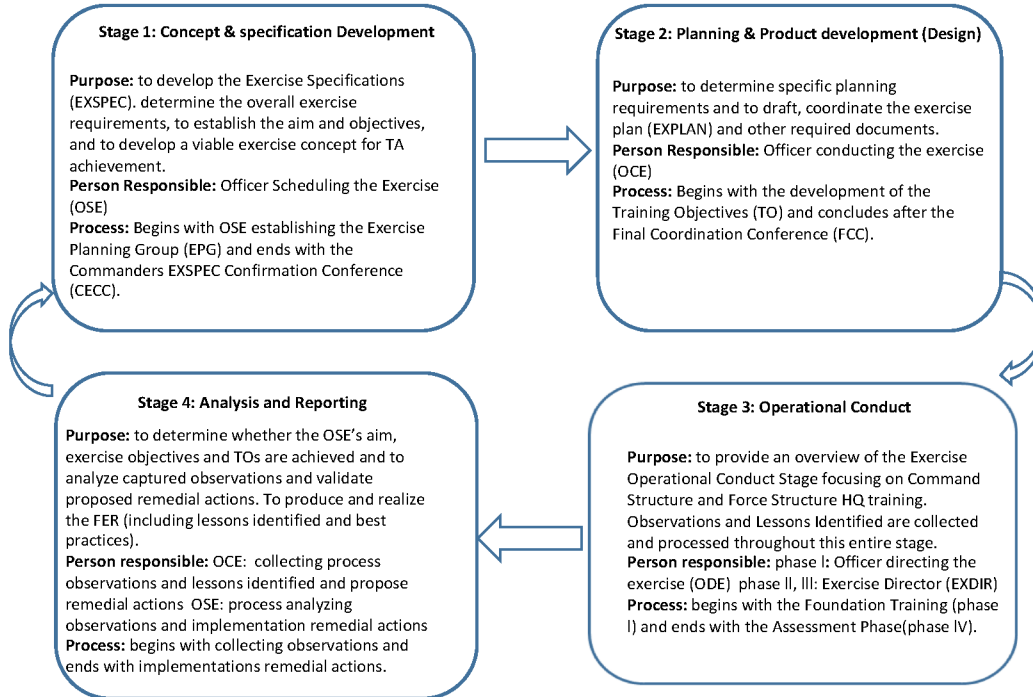
Annex B Existing Gender Education and Training (E&T) Solutions

Annex C Key Terms and Definitions

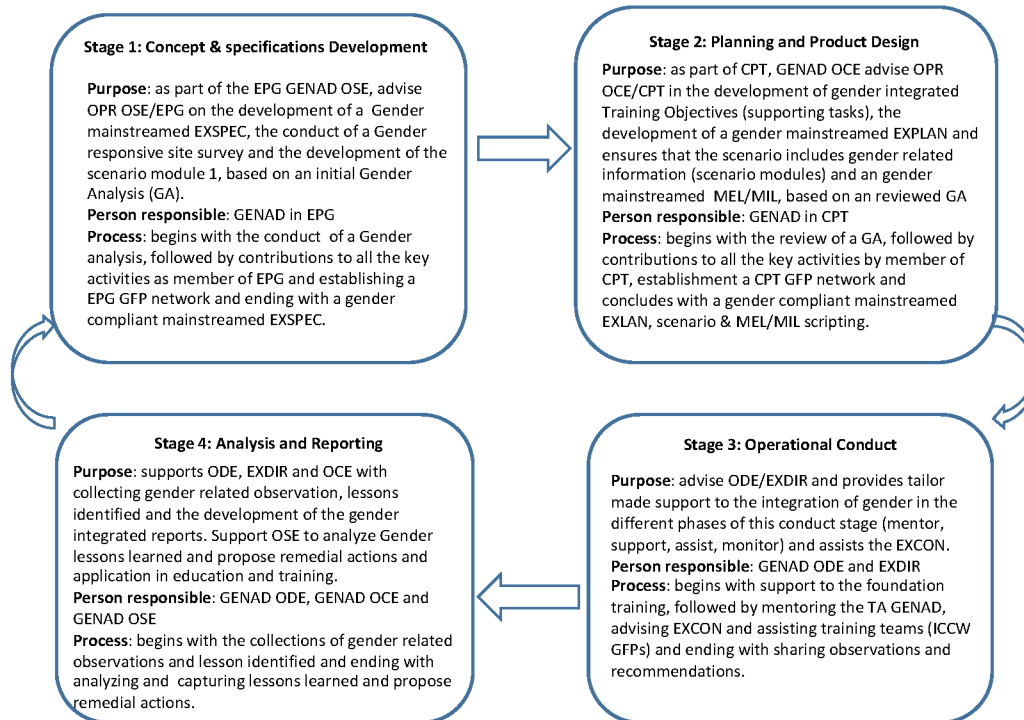
Annex D References and Related Documents

Annex A Clue cards

Exercise Planning Process Model



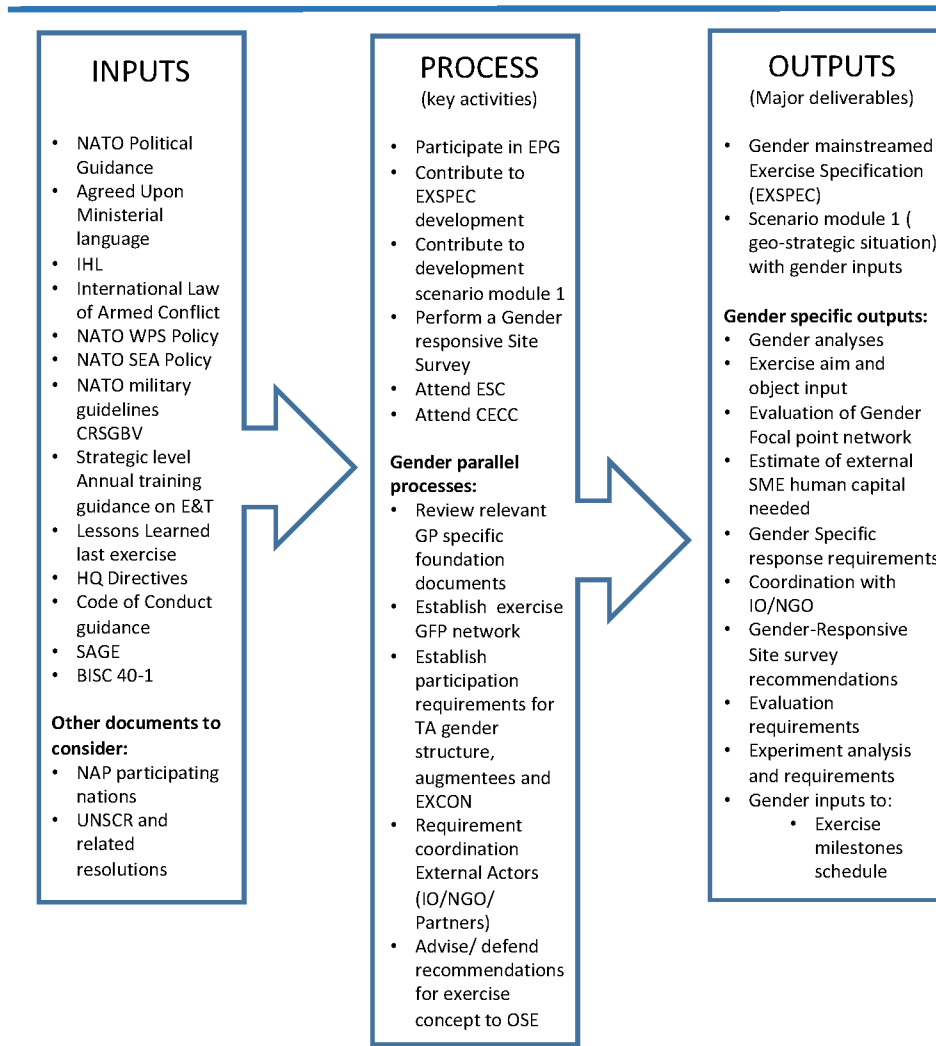
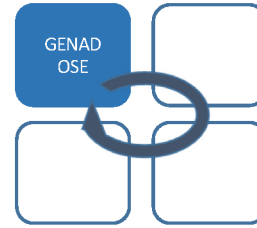
Gender SME Support to Exercise Planning Process Model



Stage 1 – Exercise Concept and Specification Development

STAGE 1 Exercise Concept and Specification Development

This Stage is designed to produce the documentation that will enable the Officer Conducting the Exercise (OCE), the Training Audience (TA), and supporting organizations to plan and prepare the exercise. From a gender perspective the GENAD to OSE is responsible for advising the OSE/EPG on the development of a Gender mainstreamed EXSPEC, the Conduct of a gender responsive site survey and the development of the Scenario module 1. GENAD OSE's advice is based on an initial Gender Analysis (GA). The process starts with the conduct of a GA, followed by Contributions to all the key activities as member of EPG (including the establishment of GFP network) and ending with a gender compliant mainstreamed EXSPEC.



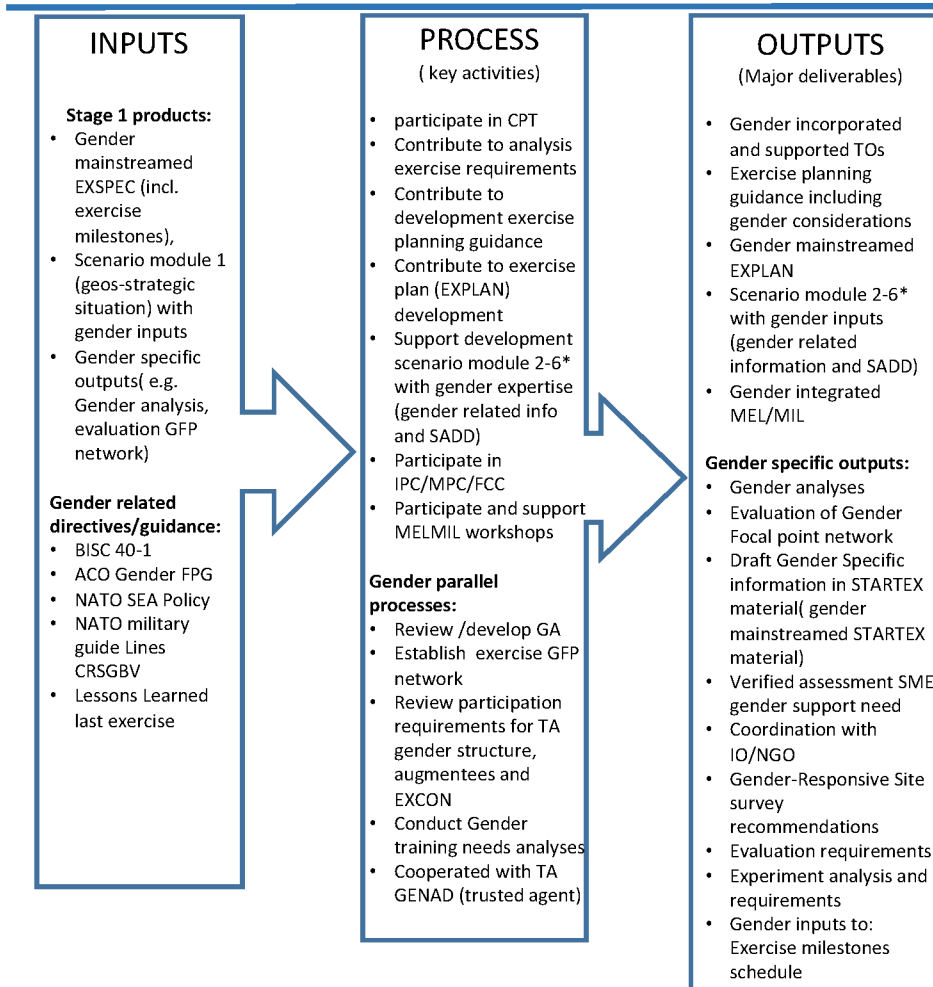
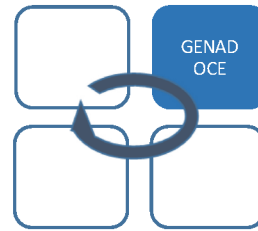
Tips for a Successful Stage 1

- Come with pre-trained GFPs
- Less is more for this stage—understand what strategic level ‘hooks’ you need in order to accomplish goals
- Find those who run the process
- Bring info products (on pagers, planning guidance on gender) with you to help others assist you
- Other tips?

Stage 2 – Planning and product development (design)

In this stage the Exercise plan (EXPLAN) is designed. The EXPLAN provides direction and guidance to all exercise participations on preparation, conduct, support analysis and reporting.

This stage is crucial for the inclusion of GP in the exercise. From a gender perspective the GENAD to OCE is responsible to advise OCE/CPT in the development of a Gender integrated TOs (subtasks), the development of a gender mainstreamed EXPLAN and ensures that the scenario (scenario modules) includes gender related information and a gender mainstreamed MEL/MIL scripting, based on a reviewed GA. The process starts with the review of the GA, followed by contribute to all the key activities as member of CPT (including the establishment of GFP network) and is ending with a gender approved mainstreamed EXPLAN, scenario & MEL/MIL.



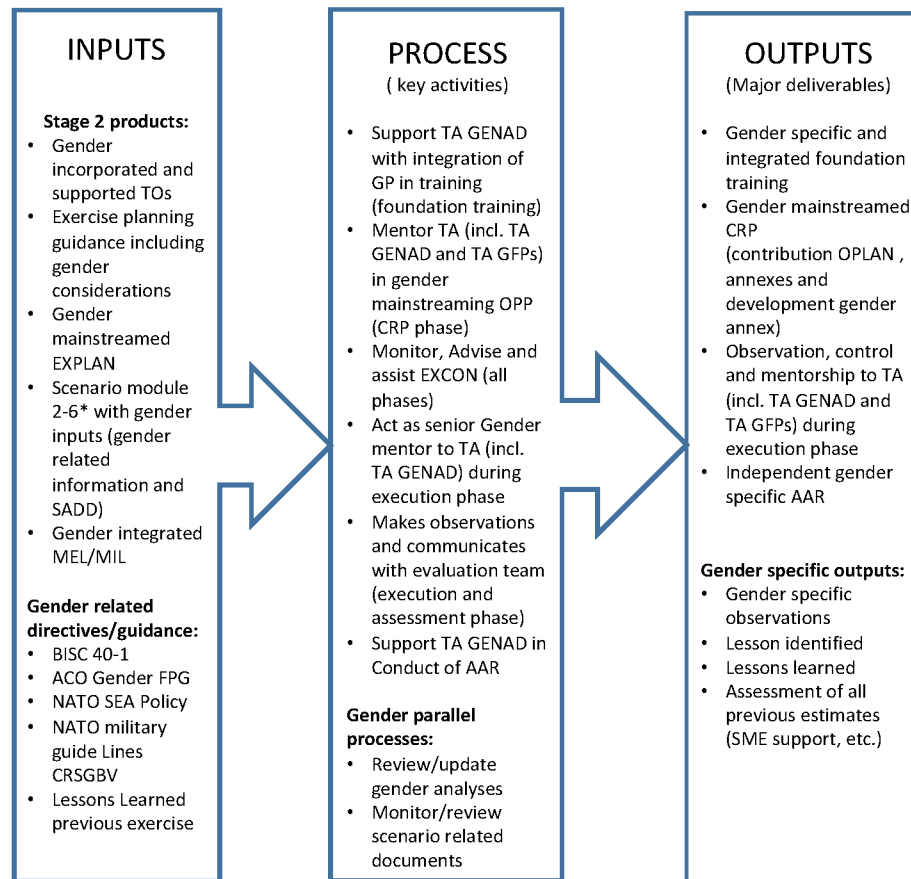
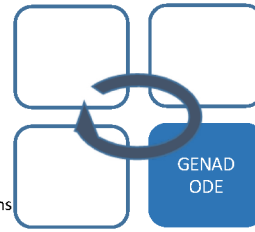
Scenario modules are: Module 2: theater operations information, Module 3: strategic situation, Module 4: crisis response planning information, Module 5: Force activation and deployment information, Module 6: Execution information

Tips for a Successful Stage 2

- Build on products developed in stage 1
- pre-trained GFPs essential to support in many different tasks at the same time, the strategic placement and clear intent of these GFPs and outside expertise during this stage will set you up for successful execution.
- Assess, review and contribute to products developed by other exercise participants.
- Develop to fill identified gender gaps

Stage 3 – Exercise operational conduct

In this stage the 4 Exercise phases (foundation training, crisis response planning, execution and assessment) are conducted. The Exercise director (EXDIR) directs the exercise control (EXCON) in order to set the conditions to allow the TA to achieve the TOs. This phase starts with the foundation training Phase and ends with the assessment phase and it may begin before the FCC. From a gender Perspective the GENAD to ODE/EXDIR is responsible for advising the ODE/EXDIR and provides various forms of tailor made support (mentor, support ,assist, monitor) to EXCON, DIREVAL and TA to gender mainstream the different phases of this conduct stage. The process begins with support to the foundation training, followed by mentoring the TA GENAD, advising EXCON and assisting training teams (ICCW GFPS) and is ending with sharing observations and recommendations



Scenario modules are: Module 2: theater operations information, Module 3: strategic situation, Module 4: crisis response planning information, Module 5: Force activation and deployment information, Module 6: Execution information

Tips for a Successful Stage 3

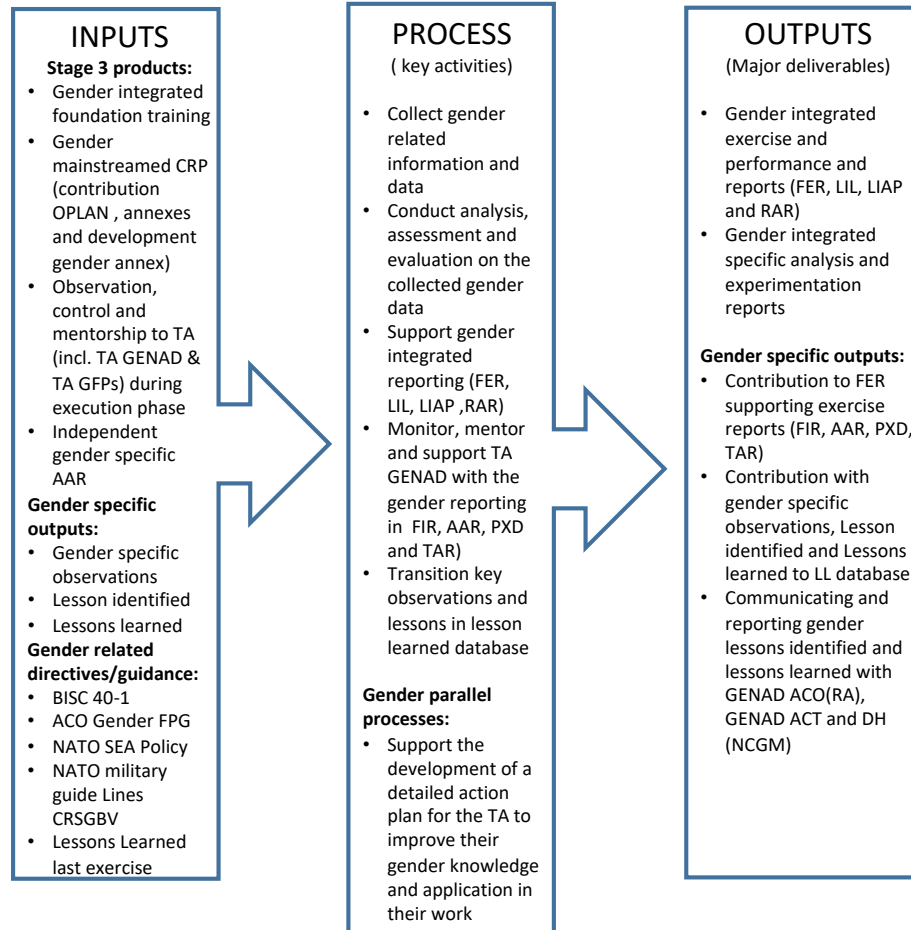
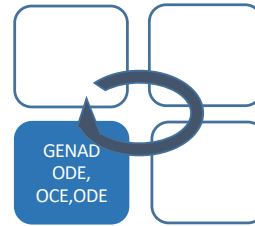
- Most major deliverables are TA GENAD responsibility but with support and guidance from GDE.
- Provide mentorship for whole TA and always include the TA GENAD
- Identify potential opportunities to integrate GP in existing foundation training Assess
- Analyse the TA before delivering mentorship
- Ensure full participation of TA GENAD in CRP
- Be the link-pin between TA, EXCON and EVAL IOT be able to adjust the intensity, frequency and impact of the gender related injects during the exercise
- Guide TA GENAD in making plan with TA GENAD how to cover the activities in the busy battle rhythm

Stage 4 – Analysis and Reporting

In stage 4 observations during, and post- exercise are made and data are collected, analyzed, assessed and reported to provide feedback to the specific exercise and/or TA or address issues independent of the exercise and TA. There are a variety of teams involved in this process including; evaluators, trainers, and observers. This stage starts early in the exercise planning process and can extend beyond the phase VI assessment.

From a gender perspective the GENADs to the ODE/EXDIR, OCE and OSE are all involved in this stage. GENAD ODE and OCE support with collecting gender-related observations and lessons identified and in the development of the gender integrated -reports. The GSE supports OSE in analyzing gender lessons learned and propose remedial actions and application for education and training.

Exercise Planning Model



Tips for a Successful Stage 4

- Close cooperation with all the teams involved in this stage
- Good cross level cooperation between GENADs ODE,OCE and OSE to make sure that lessons identified will be transitioned
- Good recording of observations
- Make use of the established GFP network

Annex B Existing Gender Education and Training (E&T) Solutions

Gender E&T provided by NCGM

Name: NATO Key Leader Seminar on Gender (KLS)

ETOC code: GEN-GO-35650

Description: A NATO Approved seminar stretching over two days. The seminar focuses on how to implement gender perspective in military operations and the ways in which doing so contributes to the achievement of overall political, military strategic and operational objectives. The aim of the seminar is to increase key leaders' knowledge of how to integrate gender perspective into operation planning, execution and evaluation at strategic and operational level. Additionally, the seminar focuses on how to argue in favour of integration of gender perspective at political, and military strategic levels. The target audience of the seminar is Flag Rank Officers (OF 6-9), Key Leaders (senior leaders or senior NCOs), Ambassadors or senior Civilian Representatives.

Name: NATO Commanding Officers Seminar on Gender (COMSEM)

ETOC code: GEN-GO-XXXXX

Description: A NATO approved seminar stretching over three days. The focus is on how a Commanding Officer, Chief of Staff or Branch Head can integrate a gender perspective into military operations on an operational and tactical level. The seminar provides the participants with a background on frameworks and guidelines regulating gender in military operations. Throughout the seminar practical examples of how Gender Advisor and Gender Focal Point functions can assist the Commander when planning and conducting operations, are used. The seminar will highlight how an integrated gender perspective can increase the operational effect and contribute to fulfilling the mission's objectives. The target audience for the seminar is participants to be deployed or appointed as Commanding Officers, Chief of Staff or Branch Heads at J level (OF 4-6) or in an equivalent civilian position.

Name: NATO Gender Advisor Course (GENAD)

ETOC code: GEN-GO-45610

Description: A NATO Approved course consisting of twelve days. The aim is to enable personnel to perform successfully as a Gender Advisor in a peacetime HQ as well as in a crisis establishment at strategic and operational level. It provides the participants with a background to frameworks and guidelines regulating gender in military operations. The course helps the participants to develop the skills and competence required to act in an advisory role in national and international contexts. The course is intended for personnel deploying as strategic and operational level Gender Advisor (PE, CE positions at NATO, UN, EU and Nations). The target audience for the seminar are military officers from ranks OF 3-5 or civilian equivalents.

Name: NATO Gender Focal Point Course (GFP)

ETOC code: GEN-GO-25549

Description: A three day NATO Approved course aiming to enable personnel to perform successfully as a GFP. The course focuses on the GFP's function to strengthen the Gender Advisory Structure and the GFP's responsibilities in assisting their respective chain of command/functional area with the mainstreaming of gender perspective in all core/mandated tasks. The target audience for the course are personnel who are or will be appointed as GFP. The target audience for the seminar are military personnel at OR6 or civilian equivalents.

Name: NATO Gender Training of Trainers Course (GToT)

ETOC code: GEN-GO-35649

Description: A ten-day NATO Approved course aiming to enable trainers to successfully plan, conduct and evaluate education, training and exercises with an integrated gender perspective within their own functional area of expertise. The course provides the participants with a background to frameworks and guidelines regulating gender in military operations and provides participants with practical examples of best practice when teaching gender in the military. The course targets active trainers, instructors and teachers from military units and officers from defence or security structures, or civilian equivalents. The rank level of the course is OF 1-4, OR 5-9 or civilian equivalent.

Annex C Key Terms and Definitions

Officer Scheduling the Exercise (OSE). The OSE is the Strategic Commander who establishes the requirement for the exercise and directs the exercise planning and execution, ensures that it is adequately resourced, validates the exercise results and endorses lessons identified. The OSE may also serve as OCE and/or the Commander of the Primary Training Audience. Integration of a gender perspective begins with advising the OSE.

Exercise Planning Group (EPG). During Stage 1, the EPG supports the OSE in their exercise process responsibilities and activities in all stages. It is the GSE's responsibility to support the EPG in ensuring gender perspective is integrated into the planning process early, throughout the exercise planning, and during execution/evaluation.

Exercise Specification (EXSPEC). EXSPEC is the foundation document setting the training requirements, the associated resources, and the delineation of responsibilities for the exercise.

Officer Conducting the Exercise (OCE). The OCE, designated by the OSE, is responsible for planning, executing and reporting of the exercise results according to OSE direction. The OCE can also be a Commander from the Training Audience.

Core Planning Team (CPT). During Stage 2, the CPT carries out the detailed planning, coordination and preparation of the exercise according to the EXSPEC and the OSE's Planning Guidance. It is the GCE's responsibility to support the CPT in ensuring gender perspective is integrated early into the planning process, and continued throughout exercise planning.

Exercise Plan (EXPLAN). The EXPLAN provides direction and guidance to all exercise participants on the preparation, conduct, support, analysis and reporting of the exercise.

Officer Directing the Exercise (ODE). If required, an ODE can be designated by the OSE. The ODE supports the OCE for the detailed planning and overall execution of the exercise.

Exercise Director (EXDIR). The EXDIR is responsible for the overall direction and control of the Exercise Control (EXCON) organization during Stage 3 (Operational Conduct).

Director of Evaluation (DIREVAL). DIREVAL is responsible for the evaluation efforts as directed. The DIREVAL coordinates the interaction of different evaluation teams with the EXCON and the Training Audience and provides advice to the EXDIR.

Exercise Control (EXCON). EXCON is the term used to describe all of the participants during the Operational Conduct of the exercise (Stage 3) who are not in the TA. They are under control of the EXDIR.

Training Audience (TA). The TA is the headquarters/commands/participants/units identified as the main focus of the exercise. Training on integration of gender perspective must be applied to the entire TA.

Exercise Objectives (EOs). EOs provide the TA with a mission statement that will serve as a basis to adapt the scenario and to develop TOs. A Commander may specify the integration of gender perspective as an EO. However, gender perspective must be integrated into all TOs.

Training Objective (TO). TOs focus exercise preparation and execution to ensure that Commanders' training requirements are met. A TO is a mission essential task to be performed, under resource conditions, and defined standards (references and criteria of performance). Gender perspective need to be incorporated as a gender related component of the TOs supporting the TA's tasks.

Exercise Related Documents. The planning, preparation, conduct and reporting of military exercises are governed by exercise related documents. In NATO, an exercise is governed by a combination of Military Committee (MC) and Bi-SCDs and other documents. Exercise related and Gender related documents contributing to this guide are found under References in Annex D.

Annex D References and Related Documents

References

- A. SH/FOR/RER/EXR/CGB/13- 300301 BI-SC COLLECTIVE TRAINING AND EXERCISE DIRECTIVE (CT&ED) 075-003 Update Dec 2014
- B. SH/SAG/GEN/JC/17-3143315/1 BI-STRATEGIC COMMAND DIRECTIVE 040-001, Integrating UNSCR 1325 and gender perspective into the NATO Command Structure
- C. SH/SAG/GEN/15-310385, ACO Gender Functional Planning Guide, dated 24 July 2015
- D. MCM-0024-2014 NATO Education and training plan for gender in military operations, dated 14 July 2014

Related Documents

ACO Comprehensive Operations Planning Directive, COPD Interim V2.0, dated 04 October 2013.
HC-M (2010)0016, NATO Code of Conduct, dated 03 February 2010.

IMSM-0426-2008, Bi-SCD Guidelines on the Implementation of the UNSCR 1325 on Women, Peace and Security, dated 21 July 2008.

MCM-0009-2015, Military Guidelines on the Prevention of, and Response to, Conflict-Related Sexual and Gender-Based Violence, dated 01 June 2015.

NATO/EAPC Action Plan for the Implementation of the NATO/EAPC Policy on Women Peace and Security, dated 2018.

NATO/EAPC Policy for Implementation UNSCR 1325 on Women, Peace and Security and Related Resolutions, dated 2018.

NATO Policy on Preventing and Responding to Sexual Exploitation and Abuse, 27 January 2020.

