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ACT/JFD/ETPP/TT-3839/Ser:NU0365

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SUBJECT: **2020 DISCIPLINE ALIGNMENT PLAN FOR THE GENDER IN
MILITARY OPERATIONS DISCIPLINE**

DATE: **12** March 2021

REFERENCES: A. MC 0458/3 Education, Training, Exercise, and Evaluation (ETEE) Policy, dated 03 Sep 14.
B. PO(2014)0513-AS1, Approval of the NATO Education and Training Plan for gender in Military Operations, dated 3 Sep 14.

1. The Gender in Military Operations NATO Education and Training (E&T) Discipline (the Gender Discipline) was established within the Global Programming framework, in accordance with NATO ETEE Policy at Ref. A. This is based on the Strategic Training Plan (STP) approved by the North Atlantic Council in 2014 at Ref. B.
2. The governance structure for the Gender Discipline was established with the SHAPE Gender Advisor appointed as the Requirements Authority (RA) and the Nordic centre for Gender in Military Operations (NCGM) as the Department Head (DH). This was in accordance with Ref. B.
3. The annual sustainment cycle for the Discipline concludes with the Annual Discipline Conference (ADC) and is supported throughout the year by the contribution of partners and the active participation of the Gender Community of Interest. It continuously contributes to the development of the NATO E&T programme for Gender in Military Operations, ensuring the required degree of responsiveness and relevance of the Discipline.
4. NCGM, as the DH for the Gender Discipline, conducted the 2020 ADC online on 12 - 13 November 2020 and the enclosed Discipline Alignment Plan (DAP) is the formal output of the ADC. It reflects the coordinated efforts of the DH and its E&T partners. The intent is to ensure that the E&T programme remains aligned with evolving requirements, available technology, and resources. Additionally, the DAP provides an opportunity for the RA to report on the NATO ETEE requirements to the Bi-SCs.
5. As main achievement of the Gender in Military Operations 2020 DAP is considered the mapping of all requirements since the inception of the discipline to current day with the aim to proof its alignment with the Strategic Training Plan (STP) of the discipline.

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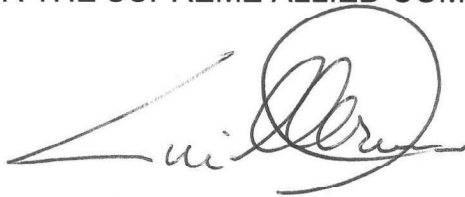
At a macro level, the process revealed overall alignment between the STP, current requirements, and developed courseware. The identified inconsistencies were also addressed in the 2020 ADC with a GENAD Training Need Analysis (TNA) as a priority for the discipline in the enclosed 2020 DAP.

6. JFD recognizes the efforts of Gender Discipline DH to bring forward and address conflicting issues with other disciplines and encourages this approach as the right way to increase the efficiency of Global Programming.

7. The DAP reflects HQ SACT's assessment and policies as well as the current state of affairs. The DAP as enclosed is approved and shall be implemented.

8. The HQ SACT JFD POCs for the Gender in Military Operations E&T Discipline are Maj Fisnik SHTINI (ALB -A), email: Fisnik.Shtini@act.nato.int, tel. +1 (757) 747-4026, and LTC Sadig FARZALIYEV (AZER-A), email: Sadig.Farzaliyev@act.nato.int, tel. +1 (757) 747-4154.

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:

A handwritten signature in black ink, appearing to read 'Guillermo Cavo', with a large circular flourish at the end.

Guillermo Cavo,
Major General, ESP F
Deputy Chief of Staff, Joint Force Development

ENCLOSURE:

1. 2020 DISCIPLINE ALIGNMENT PLAN FOR THE GENDER IN MILITARY OPERATIONS DISCIPLINE

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DATED 12 MAR 21

2020 DISCIPLINE ALIGNMENT PLAN FOR THE GENDER IN MILITARY OPERATIONS DISCIPLINE

- References:** A. MC 0458/3 (FINAL) NATO ETEE Policy dated 3 Sep 14.
B. PO(2014) 0513-AS1, Approval of the NATO Education and Training Plan for Gender in Military Operations, 3 Sep 14.
C. SH/PLANS/J7/PLL/FJS/13-304139/16 Appointment of SHAPE GENDER ADVISOR as Requirement Authority for Gender in Military Operations, dated 28 Nov 14.
D. Memorandum of Understanding between the Swedish Armed Forces, HQ SACT and SHAPE concerning Gender Education and Training, dated 22 Feb 13.
E. Revised NATO/EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security and related Resolutions, 2018
F. ACT/JFD/EETE/TT-2729/Ser.NU Deconfliction Between Disciplines in Global Programing, 14 April 2020.

1. Background.

- a. The Gender in Military Operations (GMO) Discipline was established within the Global Programming framework in accordance with NATO Education Training and Evaluation (EETE) policy at reference A and formalized with the publication of the Strategic Training Plan (STP) at reference B in 2014. For governance, the SHAPE Gender Advisor (GENAD) was appointed as the Requirements Authority (RA) at reference C and the Nordic Centre for Gender in Military Operations (NCGM) was appointed as the Department Head (DH) at reference D. To sustain the discipline, NCGM conducted the Annual Discipline Conference (ADC) on 12 and 13 November 2020. This was a virtual event conducted over two half days.
- b. The NATO/EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security and related Resolutions (WPS Agenda), first released at reference E¹, considered education, training and exercises as an essential tool to raise awareness and foster changes in mind-sets and behaviours. The establishment of the GMO discipline represents NATO's commitment to mainstream gender perspective into all facets of the organization in support to the WPS Agenda.
- c. Due to the virtual delivery of the ADC, a list of invited participants will not be provided as this list is extensive. A list of those who participated is located at Annex A.

¹ NATO's most recent EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security and related Resolutions was released in 2018

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2. **Aim.** The Discipline Alignment Plan (DAP) provides a status of the GMO discipline as well as a summary of the main developments, achievements and way forward for the next year.

3. **Points of Contacts (POCs)** until next ADC.

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4. **Current Status of the Gender in Military Operations Discipline.**

a. Main Developments and Achievements. Since the 2019 Annual Discipline Conference (ADC), the actors involved in the sustainment of the GMO discipline worked to continuously improve NATO's education and training programme for Gender in Military Operations. The activities associated with this are identified below:

(1) Programme Evaluation: A 'partial' programme evaluation of GMO requirements was conducted. This consisted of mapping all requirements since the inception of the discipline to current day. At a macro level, the process revealed overall alignment between the STP, current requirements, and developed courseware. However, there were noted inconsistencies that required action. The inconsistencies identified requiring immediate action were:

(a) Gender Advisor: Requirements related to the Gender Advisor (GENAD) within the different levels (strategic to tactical) varied. While this is acceptable and expected, mapping revealed inconsistencies requiring further examination. Currently, there is one training solution that satisfies the GENAD requirements at all levels; however, the variation in the levels may warrant additional or different training and education programs. The RA decided that a Training Needs Analysis (TNA) shall be conducted to critically examine the differences and develop more targeted programs, if necessary. The STP allows for such a tiered approach to development of associated competencies. Annex G is a draft task list developed for the GENAD. This, in combination with existing policies, directions, SOPs and guides will be used when conducting the GENAD TNA;

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(b) Functional Areas: The GMO DAP will no longer use functional areas when identifying requirements. The STP identifies three functional areas for the GMO discipline: current operations; future operations; and strengthening national capability. Many requirements transcend over all three areas such as planning and therefore, listing requirements under each functional area would lead to unnecessary and significant duplication. As well, there is no clear definition of functional areas within NATO. Some policy documents refer to these in terms of administration, communications or topics within a discipline which is in contrast to their use in the STP; and

(c) Gender Focal Point: The requirements associated with the Gender Focal Point (GFP) in the DAP were modified to reflect current policy and the results of the most recent TNA. These requirement statements may also be located in the associated Course Control Documentation (CCD) II. The Crisis Management and Disaster Response Centre of Excellence (CMDR COE) and NCGM both deliver this program. The performance objectives and levels of learning are identical in both programs but the demand for this program required two centres to deliver the training. Keeping with the target audience for CMDR programs, CMDR has the lead for all strategic and operational level training delivery and NCGM retains responsibility for tactical level delivery.

(2) Doctrine: Doctrine provides a common language and frame of reference across military organizations through the provision of a fundamental set of principles that guide military actions. As determined by the NATO Committee on Gender Perspectives (NCGP), gender mainstreaming is NATO's selected strategy for translating the WPS Agenda into military actions. To that end, the RA directed NCGM to become more engaged in NATO doctrine development. Effective the date of this DAP, NCGM, with support from NATOs' strategic GENADs, has worked to help mainstream and integrate gender perspective into the following Allied Joint Publication (AJPs) which are currently in various stages of development:

- (a) AJP – 01 Allied Joint Doctrine;
- (b) AJP – 2.1 Intelligence Procedures;
- (c) AJP – 3.2 Land Operations;
- (d) AJP – 3.4.4 Counter Insurgency;
- (e) AJP – 3.4.5 Military Contribution to Stabilization;
- (f) AJP – 3.9 Joint Targeting; and
- (g) AJP – 3.14 Force Protection.

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This work effort was challenging for a variety of reasons. A perceived observation is the lack of awareness of NATO's translation of the WPS Agenda into gender perspective and the necessity for coordinated, gender integration throughout all appropriate military activities. Successful mainstreaming and integration in NATO doctrine should lay the framework for greater change. Efforts are currently underway to examine the development of gender specific doctrine that will better enable alignment within the Alliance.

(3) GMO Related Policy Review: NCGM completed a detailed review of Bi-Sc 40-1, Integrating UNSCR 1325 and Gender Perspective into the NATO Command Structure and is presently reviewing ACO Gender Functional Planning Guide and the Joint Headquarters SOP 106 on Gender Advisor's Functions in the JFC and JFT Headquarters. Review of the Military Guidelines for Conflict Related-Sexual and Gender Based Violence (CR-SGBV) should commence in 2021. These documents contain critical information connected to all GMO E&T content. Entities currently providing E&T solutions or integrating gender perspective content into their own programs should be cognizant of potential upcoming changes and adapt their material accordingly once new versions are promulgated.

(4) Gender Education and Training Package for Nations: The Training Package for Nations was created as a joint endeavour between ACT and NCGM to assist Allies and Partners with the institutionalization of gender perspective within their respective Nations. This package is available on the ACT GENAD webpage (www.act.nato/gender-advisor). It is currently being updated and will be replaced shortly. The continued upkeep of this package will be added to the yearly program of work.

(5) ADL 169 – Improving Operational effectiveness by Integrating Gender Perspective: The most used ADL in the JADL portal is ADL 169. To keep the look and feel up to date for a better learning experience and to update the content, the ACT GENAD and the HQ SACT/JFP/ Modelling & Simulation, Training Technologies Branch undertook the task of refreshing this programme. The new version uploaded to the JADL porthole in October 2020.

(6) Expert Meetings: Since the last ADC, NCGM conducted two Expert Meetings as described below:

(a) Conflict Related- Sexual and Gender Based Violence (CR-SGBV): This Expert Meeting on *International Law and Gender* had a specific focus on CR-SGBV. Senior experts from the military, UN, NATO, police, academia and civil society gathered to share experiences and discuss relevant topics for the military, including: which types of acts are considered to be conflict-related gender-based violence (CR-GBV), what the military's role and responsibility is to prevent and respond to CR-SGBV and how cooperation with other actors can be strengthened. After the Expert Meeting, a policy brief was shared to help better equip the military in its work

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on prevention and response to CR-SGBV as well as providing recommendations on areas of cooperation between different actors. This brief is located on the NCGM webpage at:

https://carefully_removed_external_link_due_to_policy

(b) Collective Defence and Gender: This event was jointly organized between NCGM and SHAPE GENAD in September 2019. Military personnel, the gender community and academia were invited to share their experience, perspective and knowledge on the topic and explore if, why and how gender perspective needs to be applied in Collective Defence operations. In conjunction with this meeting, NCGM worked with SHAPE J5 planners to initiate cooperation for future joint activities such as the review of the ACO Gender Functional Planning Guide. The information gained in these activities was used to formulate a concept paper for experimenting with gender in an Article 5 scenario.

(7) Senior Leadership Seminar (SLS): NCGM would like to highlight the points below concerning the SLS this past year:

(a) The Joint NATO-EU SLS on Gender in Military Operations took place on October 22, 2019 at the NATO International Military Staff Office in NATO HQ. It was the first seminar of its kind and the final product of a yearlong cooperation between NATO IMS, the EUMS and NCGM.

(b) The aim of the SLS was to enable a discussion between the Director Generals of NATO IMS and EUMS on how they could further the cooperation on promoting the WPS Agenda. The topic of the seminar was "Exercise and Gender".

(c) Promoting the WPS Agenda and implementing it in joint NATO-EU exercises was emphasised in the Joint Declaration of 2018, issued by the President of the European Council, the President of the European Commission and the Secretary General of NATO.

(d) It was a successful SLS in regards to meeting the objective of initiating discussions between the two organisations, NATO DGIMS and DGEUMS, on how to promote the WPS Agenda.

(8) Military Gender Analysis Tool: NCGM has started developing a new gender analysis tool for the military. The purpose is to provide, primarily GENADs and GFPs, with a tool to improve situational awareness for more informed decision-making. The tool is based on the PMESII model and incorporates several gender variables in order to highlight gender perspective within the respective PMESII domains.

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(9) Regional Cooperation: NCGM supports entities such as UN Women with Study Visits and collaborates with non-NATO nations to build upon our Region 2 Region Concept of using peer nations to support and implement gender perspective within their institutions

(a) Region 2 Region: In 2019, NCGM began a three-year cooperation with the Moldovan Ministry of Defence to strengthen Moldova's implementation of the National Action Plan (NAP) on UNSCR 1325. Based on identified training and education gaps, NCGM is supporting by helping to increase knowledge related to gender integration and the WPS Agenda and building gender mainstreaming and gender analysis skills. This will help strengthen technical capacity to implement the NAP. Activities have focused on training Moldovan officers. This included delivery of the GENAD and GFP as well as conducting a combined SLS and GFP. In addition to Moldovan support, NCGM and CMDR COE conducted a combined SLS and GFP in Georgia after receiving an invitation from UN Women Georgia. For this second even, NCGM and CMDR COE trained over 20 officers to become GFPs and had more than 60 participants from the strategic-political level at the MOD and MIA attend the SLS.

(b) UN Study Visits: In cooperation with UN Women, NCGM organized two study visits. The first saw 25 representatives from the Jordanian security and defence sector visit NCGM to meet and share experiences with Swedish actors working with the implementation of UNSCR 1325. The second visit had 20 representatives from the Ukrainian Armed Forces and national military institutions with the objective of strengthening the security sector's implementation of Ukraine's NAP on UNSCR 1325. These visits provided excellent opportunities for NCGM to exchange information and share best practices with international partners as well as national authorities. Following the study visits, additional avenues for cooperation have been sought and identified.

(10) New Publication: In October, to commemorate the 20th Anniversary of UNSCR 1325, NCGM launched a publication entitled *A Military Guide to the United Nations Security Council Resolutions on Women, Peace and Security*. The Guide focuses on the military's role and responsibility to implement UNSCR 1325 and its nine subsequent resolutions on WPS. It addresses an identified gap in concrete guidance by highlighting the main areas of responsibility for the military and to translate the most relevant paragraphs, as outlined in the resolutions.

b. Contributing Partners. NCGM works with a broad array of partners to meet its three roles within NATO (DH, Expert Centre and ETF). Other ETFs support the discipline through training delivery such as the Peace Support Operations Training Centre (PSOTC), Crisis Management Disaster Response Centre of Excellence (CMDR COE), and RACVIAC Centre for Security Cooperation. Allied nations and partners also support

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through staff augmentation to various NCGM training and events. In addition, several in the academia field such as the Peace Research Institute Oslo (PRIO) support NCGM.

c. Cooperation with other NATO Disciplines. The chosen strategies for translating WPS Agenda requirements within NATO is through gender mainstreaming and integration of gender perspective. This requires NCGM, as both a NATO DH and NATO recognized Expert Centre, to monitor the larger gender-related landscape within NATO. The main objective is to ensure that gender perspective is integrated in a clear and coherent fashion and that requirements related to gender perspective integration are properly analysed and resolved without duplication or misinterpretation. Over the last year, several activities brought to light diverging developments surrounding the GMO Discipline. Two noted areas are identified below:

(1) Discipline Duplication: Some disciplines captured gender and WPS related requirements not previously identified to the GMO RA as per the Global Programming governance structure and processes established at reference A. Avoidance of duplication and misalignment is a key tenant of Global Programming. This was reiterated at reference F. In relation to the GMO Discipline, this means that NCGM will communicate with those disciplines that have gender or WPS related requirements to ensure better coordination and that the identified requirements get incorporated using the Global Programming framework.

(2) Human Security and Gender as a Cross Cutting Topic: The DH and RA have observed instances where the WPS Agenda, within a military context, was grouped under the term Human Security or as a Cross Cutting Topic (CTT). It was also noted that the WPS Agenda and CR-SGBV were identified as separate topics without identifying the correlation between the two. Integrating gender perspective enhances NATO's capabilities, which is not clearly captured or expressed in some of these groupings. NCGM remains supportive of entities integrating gender perspective but caution that the approach to integration requires better coordination and understanding of the nuances that exist within this portfolio in order to prevent misconceptions or incorrect application by others with limited to no gender knowledge.

d. Education and Training Facilities (ETF) Update. There are three ETFs delivering NATO Approved courses for the GMO Discipline: NCGM; CMDR COE; and PSOTC. All are concerned with online adaptation as the gender related programs were designed for face-to-face interaction amongst students and between students and instructors. COVID has had a significant impact on training delivery. Below is a synopsis for each programme:

(1) Gender Focal Point (GFP): the GFP is delivered by two Accredited ETFs. While the performance standards are the same, the target audience was divided between strategic/operational and tactical as indicated below. Designed for face-to-face delivery, both ETFs cancelled residential and METT courses in 2020. Each began converting the programs for online, synchronous, instructor-guided delivery. The new online GFP uses instructors in a virtual classroom, breakout syndicate

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rooms, self-paced and facilitator-guided individual and /or collective tasks. Both programs continue to meet the same requirements and standards of quality expected of NATO Approved courses.

(a) Strategic/Operational at CMDR COE: As of the date of the GMO ADC, CMDR COE conducted two successful iterations of their programme. To account for potential connectivity issues and the need to transition in virtual rooms, the course was extended from three to three and a half days. The maximum capacity for the programme was also reduced from 30 to 20 participants to still enable active participation and smooth interaction. In future, CMDR COE will offer four iterations of the programme each year with two designated for face-to-face delivery and two in the online format.

(b) Tactical at NCGM: As of the date of the GMO ADC, NCGM conducted one iteration of the online GFP with a second scheduled in the Dec 2020 timeframe. The first iteration had a limited number of participants due to the new delivery platform. While the next iteration will have more participants, it is likely NCGM will follow CMDR COE in the reduction of its maximum capacity for the online GFP. Using both delivery methods, NCGM will offer six iterations of the programme in 2021.

(2) Gender Advisor (GENAD): as identified above, this is NCGM's number one priority for a TNA. The current design of this course relies heavily on student-to-student and student-to-instructor interaction as part of the instructional strategy. As a result, NCGM will work closely with ACO GENAD to identify personnel with mission critical requirements as well as those transitioning into non-mission HQ positions to receive synchronous, virtual delivery of this course.

(3) Key Leader Seminar (KLS)/Senior Leadership Seminar (SLS): NCGM can deliver both courses in an online, synchronous format and will continue to work with the RA to meet quantity demands.

(4) The Gender Training of Trainers (GToT)/Commanding Officers Seminar (ComSem): both courses have been assessed as lower priorities for online delivery adaptation and therefore, no further information will be provided within this DAP.

(5) Utility of Gender in Peace Support Operations: A significant portion of this course was designed for face-to-face interaction. Conversion to an online format will be analysed by PSOTC in 2021 should current circumstances persist.

5. Review of the NATO E&T requirements.

a. Requirements Authority overall guidance (*to include SAGE guidance*). The NATO Education and Training Programme for the GMO Discipline may be found at Annex B. To continue supporting and developing this programme, the RA requests NCGM to continue using its three key roles to support NATO in its efforts to implement the WPS Agenda through integration of gender perspective and gender mainstreaming. This must continue

to be through a collection of training and non-training activities. To help assess the continuum and quality of training, the CMX and the Steadfast series exercises will continue to be the selected collective training events for evaluation.

b. E&T priorities to satisfy new requirements. There were no new E&T requirements identified during this reporting period.

6. Education and Individual Training (E&IT).

a. Impact of changes for E&IT. The GENAD TNA may have the most significant impact on the GMO E&IT landscape. A current hypothesis to critically examine during the TNA is that a single solution may not be satisfactory to address the requirements of GENADs working at the different levels within NATO. As well, in order to meet the surge requirements for GFP E&IT, other courses or activities may have to be postponed due to their lowered priority.

b. Assessment of the proposed ways to close gaps is located at Annex C, Summary of Principles Measures to Close E&T Gaps.

c. To reduce redundancies and ensure a consistent approach to integration of gender perspective and the WPS agenda within the military context, NCGM will review other DAPs and work with DHs to ensure that gender and WPS requirements are aligned with NATO's implementation strategy and Global Programming directives.

d. During the assessment to expand options (or alternatively address gaps found during TRA), there were no new gaps identified by the RA over the past year. However, the programme review did reveal that the GENAD requires a TNA and should be the number one priority along with a significant increase in GFP serials. This increase is to address previously identified surge training resulting from the introduction of a new training solution.

e. Improvements and good practises. The onset of COVID-19 just prior to the Requirements Review (RR) caused this process to be done over an extended period through emails and telephone calls. As a result, discussions were not time pressed and permitted more in-depth analysis and discussion. NCGM produced a RR Decision Tracker that now serves as a good reference tool and record of actions required. The RR Decision Tracker is attached as Annex D.

f. Deficiencies. The most significant deficiency at this time concerns quantity and the lack of trained GFPs within NATO. While the Gender Advisory Structure has been in place for a number of years, NATO determined it would only train GENADs. This recently changed when NATO assumed the requirement to train GFPs as well. In 2019, CMDR COE delivered the first GFP course. COVID-19 in 2020 delayed delivery but now both CMDR COE and NCGM are able to deliver their programs in an online format but to smaller numbers per iteration.

7. Collective Training and Exercises.

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As identified above, the CMX and Steadfast series exercises are the NATO selected exercises used by the RA and DH to assess and evaluate the GMO Discipline's education and training requirements.

a. Impact of changes for Collective Training. As a larger cohort of trained GFPs participate in exercises, a more reliable evaluation of the training programme may be conducted as well as benchmarking the impact of integrating gender perspective in an operational context not for just the Gender SMEs but the larger NATO organization.

b. Improvements and good practices. There are three key areas to be noted:

(1) Exercise Experimentation: To remain responsive to NATO's evolving requirements, NCGM held an Expert Meeting on Collective Defence and Gender. Following this, NCGM submitted a proposal for an exercise experimentation. This proposal was accepted by ACT and will be part of Exercise Steadfast Jupiter 21, which focuses on deterrence. More information on the impact of integrating gender perspective in developed states during NATO deterrence activities is required, as considerable knowledge gaps have been identified. The aim of this experiment will be to increase awareness of the relevance of gender perspective in our own national and regional context for collective defence, how gender perspective should be applied to gain the most effect and how to analyse, assess and monitor a Collective Defence situation with gender perspective. Gender community support to this exercise will be crucial to gain relevant and valid information.

(2) NCGM Dedicated Exercise Staff: Over the last couple of years, NCGM established a NATO Exercise Officer of Primary Responsibility (OPR) to deepen the cooperation with the Joint Warfare Centre (JWC) and other exercise players and target audience members to assist with improved gender integration. It is well documented that GENADs are multi-tasked and unable to perform all of the requirements placed upon them. To assist in exercises, NCGM, with support from The Netherlands, undertook the task of conducting a gender analysis on the country books used in the scenario development of an upcoming exercise.

(3) Exercise Guide: The knowledge gained from the development of the Exercise OPR position has translated into an Exercise Guide for gender integration. This new Guide primarily targets GENADs, GFPs and exercise planners working in the field but may also be used by others who work in collaboration with these entities such as operations planners or even exercise evaluators and mentors.

(4) Exercise Participation: NCGM is taking an active role in reaching out to its previous course participants and network of subject matter experts (SME) to help augment exercises with trained gender SMEs. It is difficult to properly evaluate gender integration during the conduct of exercises when few, if any staff, have received training or knowledge in the area they are being assessed on.

8. Way ahead:

a. Coordinating and supporting efforts. NCGM will continue its relationship with CMDR COE for the Strategic/Operational level GFP, PSOTC for the Utility of Gender in Peace Support Operations course and RACVIAC for the GToT course. NCGM will continue to work with other DHs and RAs to mitigate duplication and misalignment within the discipline.

b. Prioritization of efforts to complete the E&T Programme. As identified previously, the GENAD TNA and capacity training for the GFPs is the GMO Discipline's number one priority. Thereafter, conducting the 'All Staff' TNA has been prioritized. Both NATO School of Oberammergau (NSO) and PSOTC have offered support for the All Staff TNA. NCGM will also examine the commonalities between recent SLS events to determine advantages/disadvantages in establishing this as a formal course within Global Programming.

c. Recommendations. Current courses within the GMO Discipline may be found at Annex E. Recommendations for the way ahead may be found in annexes C (Proposed Ways to Close the Gap) and D (RR Decision Tracker). Together they include both training and non-training solutions. It was also determined during the ADC that the attendees would be provided with the draft GENAD task list and the draft Exercise Guide for stakeholder input. The key information and priorities from these have been amalgamated into the Disciplines Plan of Action located at Annex F.

9. **Next ADC:** It is anticipated that the next ADC will be in the October timeframe at a location to be announced.

10. **Summary.** The GMO Discipline continues to expand and mature with the support of leadership and the increased awareness of the benefit gender integration brings to military operations. While such growth brings additional challenges, the GMO community of interest remains strong and committed to helping NCGM evolve and continuously meet NATO's ambitions in this field.

ANNEXES:

Annex A Actual ADC participants

Annex B NATO Education and Training Programme for the Gender in Military Operations Discipline

Annex C Summary of Principal Measures to Close E&T Gaps

Annex D Requirements Review Decision Tracker

Annex E Department Head's Recommendation on the Certification of Gender in Military Operations Courses

Annex F Discipline Plan of Action

Annex G DRAFT GENAD task List

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ANNEX A TO
 ENCLOSURE 1 TO
 ACT/JFD/ETPP/TT-3839/SER:NU0365
 DATED 12 MAR 21

INVITED AND ACTUAL ADC PARTICIPANTS

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ANNEX B TO
 ENCLOSURE 1 TO
 ACT/JFD/ETPP/TT-3839/SER:NU0365
 DATED 12 MAR 21

NATO EDUCATION AND TRAINING PROGRAMME FOR GMO DISCIPLINE

Level	Audience	Functional Areas	Task Performance Statements (PSs)	PL	E&IT Existing courses	E&IT Remarks& Options	CT & Existing Exercises	CT Remarks& Options
A. POL/MIL NATO HQ								
Pol	Senior Staff (e.g. NATO ASGs, IMS Senior Staff)		<p>Take responsibility for integrating gender perspective and gender mainstreaming</p> <p>Support, facilitate and guide with a gender perspective</p> <p>Summarize and synthesize using gender perspective</p> <p>Formulate restructured concepts using gender perspective</p> <p>Inform on the WPS Agenda, NATO's policies and guidelines in relation to WPS and gender perspective</p> <p>Evaluate the impact of WPS on own functional area</p>	400	GEN-GO-31543 Key Leader Seminar on Gender (NCGM) (DoK: 500)	Participants at this level are institutional leaders. The knowledge gained from this course will compliment already existing abilities to influence and evaluate the organization	CMX	IMS and ACO GENAD participation
Pol	All Staff		Integrate gender perspective into own functional area using NATO's policies and guidelines related to gender perspective and the implementation of the WPS Agenda	100-200	NCGM recognizes the SPS Project "Gender Awareness – Training and Best Practice within NATO HQ" and will investigate it further	This requires a TNA. The TNA will deconflict with and build off existing solutions such as ADL 169. Tentatively scheduled for Q1 2021	CMX	

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B. STRATEGIC								
Strat	Key Leaders (Officers and CSEL)		<p>Take responsibility for integrating gender perspective and gender mainstreaming</p> <p>Support, facilitate and guide with a gender perspective</p> <p>Summarize and synthesize using gender perspective</p> <p>Formulate restructured concepts using gender perspective</p> <p>Inform on the WPS Agenda, NATO's policies and guidelines in relation to WPS and gender perspective</p> <p>Evaluate the impact of WPS on own functional area</p>	400	GEN-GO-31543 Key Leader Seminar on Gender (NCGM) (DoK: 500)	<p>Participants at this level are institutional leaders. The knowledge gained from this course will compliment already existing abilities to influence and evaluate the organization</p> <p>The need for CSEL to institutionalize Gender Perspective along with their Commanders was identified last year as a new requirement. The program review identified that CSEL are able to attend the KLS and therefore the Target Audience in the DAP is reflected to account for this</p>	CMX Steadfast series exercises	
Strat	Operations Planners		<p>Integrate gender perspective in the planning process, documents and directives at the operational level</p> <p>Identify mitigation measures to counter CR-SGBV security risks</p> <p>Respond to CR-SGBV incidents</p>	200	ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective (DoK: 100) JPL-OP-3555 NATO Comprehensive Operations	DH to follow up on content of the COPC. DH will request statistics on the number of operations planning students that have taken the ADL 169	Steadfast series exercises	

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					Planning Course (NATO School Oberammergau) (DoK: 200) GEN-GO-21324 Utility of Gender in PSO Course (PSOTC) (DoK: 200)			
Strat	Comprehensive Crisis Operational Management Centre (CCOMC)		Ensure that gender perspective is integrated in all products and activities	100	ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective (DoK: 100)			
Strat	GENAD		see Annex G	400	GEN-GO-42100 Gender Advisor Course (NCGM) (DoK: 400) ADL 168: Gender Advisor (DoK: 200) ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective (DoK: 100)	The ADL 168 and ADL 169 courses are a prerequisite for the Gender Advisor Course Program review identified this as the number one priority for a TNA. Currently scheduled for Q1 2021 but timeline possibly impacted due to COVID	Steadfast series exercises	
Strat	GFP		Facilitate integration of gender perspective within chain of command/own functional area Support co-operation with relevant internal and external stakeholders to	200	ADL 171 Gender Focal Point (DoK: 200) ADL 169 Improving	The ADL 169 and ADL 171 courses are prerequisites for the GFP course	Steadfast series exercises	

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			<p>your chain of command / functional area of responsibility</p> <p>Support the monitoring and reporting of gender integration within your chain of commands' / functional area of responsibility</p>		<p>Operational Effectiveness by Integrating Gender Perspective (DoK: 100)</p> <p>GEN-GO-21324 Utility of Gender in PSO Course (PSOTC) (DoK: 300)</p> <p>GFP GEN-GO-25432 Gender Focal Point (CMDR COE - Strategic / Operational)</p> <p>GEN-GO-25549 Gender Focal Point (NCGM - Tactical)</p>	<p>ADL 171 is a priority for revision/updating</p> <p>The performance statements and levels for GFPs is the same at all levels; however, given the breadth of scope between strategic and tactical level planning and considerations, a conscious decision was made to separate the target audience based on where, or at what level, the learner will be performing</p>		
Strat	All Staff		<p>Integrate gender perspective into own functional area using NATO's policies and guidelines related to gender perspective and the implementation of the WPS Agenda</p>	100-200	<p>NCGM recognizes the SPS Project "Gender Awareness – Training and Best Practice within NATO HQ" and will investigate it further</p>	<p>This requires a TNA. The TNA will deconflict with and build off of existing solutions such as ADL 169</p> <p>Tentatively scheduled for Q1 2021</p>	Steadfast series exercises	
C. OPERATIONAL LEVEL								
Op	Key Leaders (Officers and CSEL)		<p>Take responsibility for integrating gender perspective and gender mainstreaming</p>	400	<p>GEN-GO-31543 Key Leader Seminar on</p>	<p>Participants at this level are institutional leaders. The knowledge gained from this course will</p>	Steadfast series exercises	

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			<p>Support, facilitate and guide with a gender perspective</p> <p>Summarize and synthesize using gender perspective</p> <p>Formulate restructured concepts using gender perspective</p> <p>Inform on the WPS Agenda, NATO's policies and guidelines in relation to WPS and gender perspective</p> <p>Evaluate the impact of WPS on own functional area</p>		<p>Gender (NCGM) - (DoK: 500)</p>	<p>compliment already existing abilities to influence and evaluate the organization</p> <p>The need for CSEL to institutionalize Gender Perspective along with their Commanders was identified last year as a new requirement. The program review identified that CSEL are able to attend the KLS and therefore the Target Audience in the DAP is reflected to account for this</p>		
Op	Operations Planners		<p>Integrate gender perspective in the planning process, documents and directives at the operational level</p> <p>Identify mitigation measures to counter CR-SGBV security risks</p> <p>Respond to CR-SGBV incidents</p>	200	<p>ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective (DoK: 100)</p> <p>JPL-OP-3555 NATO Comprehensive Operations Planning Course (NATO School Oberammergau) (DoK: 200)</p> <p>GEN-GO-21324 Utility of Gender in PSO Course (PSOTC) (DoK: 200)</p>	<p>DH to follow up on content of the COPC. DH will request statistics on the number of operations planning students that have taken the ADL 169</p>	Steadfast series exercises	

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Op	Staff Officer		<p>Basic knowledge of gender perspective and CR-SGBV</p> <p>Relate gender perspective implications to respective functional responsibilities</p> <p>Identify NATO policies and directives related to gender perspective</p> <p>Recognize CR-SGBV related security risks</p> <p>Report on CR-SGBV incidents</p>	100	ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective (DoK: 100)		Steadfast series exercises	
Op	GENAD		See Annex G	400	<p>GEN-GO-42100 Gender Advisor Course (NCGM) (DoK: 400)</p> <p>ADL 168: Gender Advisor (DoK: 200)</p> <p>ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective (DoK: 100)</p>	<p>The ADL 168 and ADL 169 courses are a prerequisite for the Gender Advisor Course</p> <p>Program review identified this as the number one priority for a TNA. Currently scheduled for Q1 2021 but timeline possibly impacted due to COVID</p>	Steadfast series exercises	
Op	GFP		<p>Facilitate integration of gender perspective within chain of command/own functional area</p> <p>Support co-operation with relevant internal and external stakeholders to your chain of command / functional area of responsibility</p> <p>Support the monitoring and reporting of gender integration within your chain of commands' / functional area of responsibility</p>	200	<p>ADL 171 Gender Focal Point (DoK: 200)</p> <p>ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective (DoK: 100)</p>	<p>The ADL 169 and ADL 171 courses are prerequisites for the GFP course</p> <p>ADL 171 is a priority for revision/updating</p> <p>The performance statements and levels for GFPs is the same at all levels; however, given the breadth of</p>	Steadfast series exercises	

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					<p>GEN-GO-21324 Utility of Gender in PSO Course (PSOTC) (DoK: 300)</p> <p>GFP GEN-GO-25432 Gender Focal Point (CMDR COE - Strategic / Operational)</p> <p>GEN-GO-25549 Gender Focal Point (NCGM - Tactical)</p>	scope between strategic and tactical level planning and considerations, a conscious decision was made to separate the target audience based on where, or at what level, the learner will be performing		
Op	All Staff		Integrate gender perspective into own functional area using NATO's policies and guidelines related to gender perspective and the implementation of the WPS Agenda	100-200	NCGM recognizes the SPS Project "Gender Awareness – Training and Best Practice within NATO HQ" and will investigate it further	This requires a TNA. The TNA will deconflict with and build off existing solutions such as ADL 169 Tentatively scheduled for Q1 2021	Steadfast series exercises	
D. TACTICAL LEVEL								
Tac	Command level/Senior leaders (officers)		<p>Provide guidance on the integration of gender perspective in the planning, execution and evaluation of military operations, ensuring the inclusion of a gender annex to the OPLAN and relevant other documents</p> <p>Explain how frameworks and directives regulate the implementation of gender perspective into military operations and improve operational effect.</p>	400	<p>GEN-GO-31543 Key Leader Seminar on Gender (NCGM) (DoK: 500)</p> <p>GEN-GO-41545 Commanding Officer Seminar on Gender (NCGM) (DoK: 400)</p>	Pre-deployment training is a national responsibility. On request of the Nations, NATO can support with specific Subject Matter Expertise (SME) or with training solutions provided via METTs		

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			<p>Ensure gender perspective is included in reporting mechanisms</p> <p>Ensure gender perspective is included in complete spectrum of education and training and specifically addressed in pre-deployment training</p> <p>Ensure gender advisory functions are embedded in their HQ or unit</p> <p>Address CR-SGBV related incidents through response and mitigation plans</p>		Gender E&T Package for Nations (Available on NATO HQ SACT Gender Advisor website)			
Tac	Command level/Senior leaders (NCOs)		<p>Provide guidance on the integration of gender perspective in the planning, execution and evaluation of military operations, ensuring the inclusion of a gender annex to the OPLAN and relevant other documents</p> <p>Explain how frameworks and directives regulate the implementation of gender perspective into military operations and improve operational effect.</p> <p>Ensure gender perspective is included in reporting mechanisms</p> <p>Ensure gender perspective is included in complete spectrum of education and training and specifically addressed in pre-deployment training</p> <p>Ensure gender advisory functions are embedded in their HQ or unit</p> <p>Address CR-SGBV related incidents through response and mitigation plans</p>	400		<p>Many nations use the command team approach in their leadership. Senior NCOs are key influencers of change in the NCM corps. Nations have identified a gap for them</p> <p>Currently, there is no allowance for CESLs to attend the COMSEM. This will require further examination or the development of a new course targeting this specific audience</p>		
Tac	All Staff		<p>Integrate gender perspective into own functional area using NATO's policies and guidelines related to gender perspective and the implementation of the WPS Agenda</p>	100-200	NCGM recognizes the SPS Project "Gender Awareness –	<p>This requires a TNA. The TNA will deconflict with and build off existing solutions such as ADL 169</p>		

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					Training and Best Practice within NATO HQ" and will investigate it further	Tentatively scheduled for Q1 2021		
Tac	GENAD		See Annex G	400	<p>GEN-GO-42100 Gender Advisor Course (NCGM) - (DoK: 400)</p> <p>ADL 168: Gender Advisor (DoK: 200)</p> <p>ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective (DoK: 100)</p>	<p>The ADL 168 and ADL 169 courses are a prerequisite for the Gender Advisor Course</p> <p>Program review identified this as the number one priority for a TNA. Currently scheduled for Q1 2021 but timeline possibly affected due to COVID</p>		
Tac	GFP		<p>Facilitate integration of gender perspectives within chain of command/own functional area</p> <p>Support co-operation with relevant internal and external stakeholders to your chain of command / functional area of responsibility</p> <p>Support the monitoring and reporting of gender integration within your chain of commands' / functional area of responsibility</p>	200	<p>ADL 171 Gender Focal Point (DoK: 200)</p> <p>ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective (DoK: 100)</p> <p>GEN-GO-21324 Utility of Gender in PSO Course (PSOTC) (DoK: 300)</p> <p>GFP GEN-GO-25432 Gender</p>	<p>The ADL 169 and ADL 171 courses are prerequisites for the GFP course</p> <p>ADL 171 is a priority for revision/updating</p> <p>The performance statements and levels for GFPs is the same at all levels; however, given the breadth of scope between strategic and tactical level planning and considerations, a conscious decision was made to separate the target audience based on where, or at what</p>		

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					Focal Point (CMDR COE - Strategic / Operational) GEN-GO-25549 Gender Focal Point (NCGM - Tactical)	level, the learner will be performing		
Tac	All (national training and specific pre-deployment training)		Understand how to integrate gender perspective into own specific function Explain how integrating gender perspective improves mission effectiveness Identify CR-SGBV related security risks Report on CR-SGBV incidents	100	ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective (DoK: 100) Gender Education and Training Package for Nations (Available on NATO HQ SACT Gender Advisor website)	Gender Education and Training Package for Nations is being updated and will be released in the coming weeks		
E. SPECIALIST								
Spec	Provost Marshal/ Military Police		Conduct investigation on CR-SGBV with an integrated gender perspective	200		MPCOE attended specialized training on subject from civilian ETF. Further coordination with MPCOE to determine long term solution for integration into their own program		
Spec	Special Staff (i.e., POLAD, CIVAD etc.)		Integrate gender perspective into own specific function Understand how gender perspective integration improves mission effectiveness	200	ADL 169 Improving Operational Effectiveness by Integrating Gender	Gender awareness ADL 100-level course, and in addition a tailored Gender Seminar		

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					Perspective (DoK: 100)	When NCGM provides METTs or tailored solutions to branch heads, etc., the special staff should be included in these activities		
Spec	LEGADs		<p>Integrate gender perspective into own specific function</p> <p>Explain how integrating gender perspective improves mission effectiveness</p> <p>Distinguish elements of CR-SGBV</p>	200	LGL-LE-3689 NATO Operational Law Course (NATO – School Oberammergau) (NSO) (DoK: 300)	To meet the gender specific criteria NCGM will work with the institutions to ensure that the gender requirements are met. STANAG 2449		
Spec	Analysts (Intel Analysts/Civ-mil Analysts)		<p>Integration of gender perspective into contextual analysis</p> <p>Integrate gender perspective into own specific function</p> <p>Explain how integrating gender perspective improves mission effectiveness</p>	200		<p>Possible TNA needed. Requires scoping</p> <p>Further coordinate with relevant DHs to identify suitable solutions in their disciplines</p>		
Spec	SME involved in concept development, defence capacity building, security sector reform (SSR) activities and counter terrorism		<p>Integrate gender perspective into SSR and capacity building activities including planning, execution and evaluation of these activities</p> <p>Integrate gender perspective into Counter Terrorism</p> <p>Ensure gender perspective is included in reporting mechanisms</p> <p>Ensure that gender perspective is integrated into existing reporting mechanisms</p> <p>Advise on how to integrate gender perspective in training, and if applicable, design and execute training in their HQ or unit</p>	400	<p>GEN-GO-42100 Gender Advisor Course (NCGM) (DoK: 400)</p> <p>ADL 168: Gender Advisor (DoK: 200)</p>	<p>To meet the SSR specific requirements a SSR-module may need to be added</p> <p>To meet the Counter Terrorism specific requirements a Counter Terrorism module may need to be added</p>		

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Spec	Instructors training all personnel		<p>General knowledge of integrating gender perspective</p> <p>Provide education and training on how to integrate gender perspective into own specific function</p> <p>Explain how integrating gender perspective improves mission effectiveness</p> <p>Create gender specific injects, case studies or other learning/training material that is relevant to the training audience</p>	200-400	<p>GEN-GO-42100 Gender Advisor Course (NCGM) (DoK: 400)</p> <p>ADL 168: Gender Advisor (DoK: 200)</p> <p>GEN-GO-31543 Gender Training of Trainers Course (NCGM) - (DoK: 300)</p> <p>GEN-GO-21324 Utility of Gender in PSO Course (PSOTC) (DoK: 300)</p> <p>GFP GEN-GO-25432 Gender Focal Point (CMDR COE - Strategic / Operational)</p> <p>GEN-GO-25549 Gender Focal Point (NCGM - Tactical)</p> <p>GEN-GO-41495 Women, Peace and Security Intensive Short Course (NPS) (DoK 400)</p>	<p>This must be coordinated with NSO and the ETEE Discipline</p> <p>The ADL courses (100-200 level) together with participating in a Gender 200-level Seminar could also serve as a sufficient alternative</p>		
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					GEN-GO-41493 Women Peace and Security for Action Officers (NPS) (DoK 400)			
Spec	Senior Mentors in Exercises		Guide senior leadership on how to integrate gender perspective, in relation to the mandate, in the decision making and planning processes, as well as execution and evaluation of military operations	500	GEN-GO-31544 Key Leader Seminar on Gender (NCGM) (DoK: 500) ADL 169 Improving Operational Effectiveness by integrating Gender Perspective (DoK: 100) ADL 168: Gender Advisor (DoK: 200) Previous specialized training in gender (i.e. gender coach program)	To mentor a gender specialist, training as a GENAD is required	CMX Steadfast series exercises	
Spec	Mentors		Guide on how to integrate gender perspective, in relation to the mandate, in decision making and planning processes, as well as execution and evaluation of military operations	200	ADL 169 Improving Operational Effectiveness by integrating Gender Perspective (DoK: 100) ADL 168: Gender Advisor (DoK: 200)	To mentor a gender specialist, training as a GENAD is required	CMX Steadfast series exercises	

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Spec	Evaluators of collective training non-gender specialists)		Responsible for the evaluation of gender criteria within collective exercises	200	ADL 169 Improving Operational Effectiveness by Integrating Gender Perspective (DoK: 100) ADL 168 Gender Advisor (DoK: 200)	Ideally the evaluator are GFPs or GENADs If "J7" (non-gender specialist) then ADL 168 and 169 (GENAD) or 171 (GFP) are required before evaluating GENAD and/or GFP personnel ETE-EV-3801 Combat readiness Evaluation (CREVAL) Course (NATO School Oberammergau) is required	CMX Steadfast series exercises	
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SUMMARY OF PRINCIPAL MEASURES TO CLOSE E&T GAPS

No	E&T GAP	PRINCIPAL MEASURE TO CLOSE GAP	REMARKS
1.	All Staff (all levels)	TNA	Q1-2 (COVID depending) with support from NSO and PSOTC
2.	Operations Planners (strategic/operational)	Determine if gender mainstreaming of current training can be done and if ADL 169 is taken by attending students of this course.	Liaise with NSO on JPL-OP-31378 Strategic Operations Planning Course content and ADL 169 prerequisite
3.	Command level/Senior leaders (NCOs) (tactical)	Analysis of current programs in place and determination if any could be gender mainstreamed to close this gap	This requirement is currently met at the strategic/operational level through the KLS, which was not deemed suitable for the tactical level.
4.	Provost Marshal/ Military Police	Incorporate CR-SGBV related requirement into appropriate MP course(s)	MP COE has received specialized training in this area. The knowledge gained from this training is to be incorporated into their own programs to satisfy the requirement or secure continuous training through selected institutions
5.	Special Staff	Gender mainstreaming of current training	An analysis will have to be conducted to determine whether the current ADL 169 will be satisfactory to close the gap and the whether or not his ADL is taken by these staff members
6.	Analysts (Intel Analysts/Civ-mil Analysts)	Gender mainstreaming of current training or TNA	This requirement needs further scoping

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No	E&T GAP	PRINCIPAL MEASURE TO CLOSE GAP	REMARKS
7.	SSR and CT SMEs	Gender mainstreaming of current training. A consideration in the upcoming GENAD TNA	Further analysis of this requirement must be undertaken to determine the depth to which current programs match the required level or if a more specialized solution must be developed.
8.	Evaluators of collective training (non-gender specialists)	Determine if gender mainstreaming of current training can be done and if ADL 169 is taken by attending students of this course	Liaise with NSO on ETE-EV-3801 Combat Readiness Evaluation (CREVAL) Course content and ADL 169 as a prerequisite

ANNEX D TO
ENCLOSURE 1 TO
ACT/JFD/ETPP/TT-3839/SER:NU0365
DATED 12 MAR 21

Requirements Review (RR) Decision Tracker

This annex represents the decisions made during the GMO RR in 2020. The face-to-face RR was cancelled due to COVID and international travel restrictions. A decision was made to continue albeit in an alternate format.

The alternate method selected involved a combination of emails and video/teleconferencing. First, agenda items were broken down into a series of individual emails and distributed over an extended period of time. Next, times were scheduled for collaborative discussions surrounding each topic. The table below is a summary of each topic and decisions made.

Email #	Topic	Recommended Action	Discussion	Decision
1 18 Mar 20	GFP	That the performance statements used in the GFP be the same statements used in the DAP	<ul style="list-style-type: none">• Evaluation revealed that requirements at the different levels (strat/op/tac) were not aligned in areas where they should be.• The analysis required of a GFP would be based on their core occupation with the added value of integrating a gender perspective. For this reason, it was deemed during the GFP TNA that a GFP would not conduct a gender analysis• Remove requirements for the GFP to train others. Being a qualified GFP does not equate to being a qualified instructor• Requirements related to lessons learned were not identified in the DAP but are present in policies and guidance and hence were added to the course during the TNA	The performance statements used in the CCD II document will be used for publication in the DAP.

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			<ul style="list-style-type: none"> • An alignment was done during the TNA conducted in 2018 	
2 17 Apr 2020	GFP	That the DAP identify there is no difference between the GFP programs delivered by NCGM and CMDR COE	<ul style="list-style-type: none"> • A 2018 TNA revealed that GFP job requirements (tasks core to the GFP function) do not change based on employment level. • NCGM did not have the capacity to train the expected quantitative requirements for the GFP. CMDR COE offered support but would not train staff at the tactical level. Their centre targets those at the strategic and operational level only. They too did not have capacity to meet all of NATO's quantitative needs. • The systems used by NATO do not permit both Centres to conduct the course using a single course code. This has caused issues, which NCGM, in its role as DH will work to resolve. 	<ul style="list-style-type: none"> • The DAP will identify that there is no difference between the programs. • NCGM must work with CMDR COE to develop an agreement for dealing with the high demand for this program and continuous content alignment
3 06 Apr 2020	Functional Areas	That we stop using functional areas in the DAP	<ul style="list-style-type: none"> • Within NATO, there is no clear definition of functional areas and what that means within training and education <ul style="list-style-type: none"> ○ Functional areas in the STP are identified as current operations, future operations and strengthening national capability as the three functional areas ○ Functional areas in NATO policy documents refer to areas such as administration, leadership, communications or topics within a 'discipline' ○ Functional areas on the ACT website are in reference to COEs that specialize in a 'functional area' 	The use of functional areas within the DAP will discontinue

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			<ul style="list-style-type: none"> • The functional areas within the DAP are not consistent across all levels or target groups • The requirements stated in the functional areas in the DAP are repetitive and therefore redundant. 	
4 06 Apr 2020	GENAD	<p>That the suggested task statements be published in the next DAP.</p> <p>A TNA will be required. This will require participation for two weeks at a date TBD in Q4</p>	<ul style="list-style-type: none"> • The quasi-evaluation revealed significant discrepancies in the GENAD requirements • Current statements are broad • Tasks related to training others and enabling the Commander to take responsibility should be removed • There needs to be a clear distinction between the required performances at the different levels (strat/op/tac) when and if require • Current emphasis on operation planning needs to be confirmed • After review, the RA suggested the task pertaining to a communications plan must be changed to reflect close coordination with STRATCOM to develop gender specific messaging • SRSG on WPS has observations for GENAD training 	<ul style="list-style-type: none"> • The suggested broad tasks will be published in the DAP with the suggested minor change from the RA. • This task list will serve as the basis for a TNA that should be scheduled in Q4 2020. • NCGM will gather GENAD related tasks from SRSG on WPS and Multinational CIMIC Group (serial #24 below)
5 31 Mar 18	Human Security	Other RAs and DHs be informed of required coordination of gender and WPS Agenda requirements with the RA for the Discipline - ACO GENAD	<ul style="list-style-type: none"> • The DAP from another DH revealed a significant number of gender related requirements. • Some requirements were different from those identified by the Gender RA, some were duplicated and others were incorrect. • NCGM addressed the issue with ACT Global Programming, the DH in question and the NCGM Steering Committee. The Gender RA 	<ul style="list-style-type: none"> • A generic letter was released from DCOS Joint Force Development addressing this issue to all DH with an info to all RAs. • NCGM, Gender RA and ACT GENAD will

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			held previous discussion with the concerned RA.	continue to monitor and report deviations from policy as situations arise.
6 8 Apr 2020	Doctrine	That a program of work be developed and prioritized for contribution to NATO's doctrinal campaign review	<ul style="list-style-type: none"> • One of the requirements within NATO is to mainstream policies and documents. • It was previously determined this would be better achieved through gender mainstreaming new and existing NATO doctrine vice creating a doctrinal publication on gender specifically. • NCGM has been granted the ability to participate in this process but requires a prioritized list to focus limited resources. Of note, NCGM is soliciting the support of other to assist in this. • NCGM does not set the POW for development but must follow that set by the NATO Joint Doctrine Review Board and integrate our comments into their process. • In total, there are 22 doctrinal publications set for review in 2020 and seven so far identified for 2021 • NCGM has distributed the complete list of selected doctrines to the NCGM Steering Committee members to seek support from NCGM nations as part of this review requirement. • In addition to gender perspective integration into these documents, there is a need to ensure that the content added is synchronized across all publications 	<ul style="list-style-type: none"> • There was consensus in the suggested approach and a prioritized list was identified: <ul style="list-style-type: none"> ○ AJP-3-4-5 Military Contribution to Stabilization and Reconstruction ○ AJP-2-3 Human Intelligence ○ AJP-3-2 Land Operations ○ AJP 3-9 Joint Targeting ○ AJP-3-10 Information Operations • The first review deadline is for AJP-3-4-5. Comments due to ACT by close of

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				<p>business 22 May 2020.</p> <ul style="list-style-type: none"> • NCGM should solicit support to ensure each publication is reviewed, coordinate the work and collate comments • NCGM must track integration for congruency
7 Telecon with ACO 22 Apr	Job Descriptions	To develop job descriptions for the various gender related positions throughout NFS and NCS	<ul style="list-style-type: none"> • The performance statements in the course control documents may be used to act as generic job descriptions for positions within the GENAD framework (GENAD and GFP specifically). • Concerning the GFP job description, there was hope that the tasks related to being a GFP could be assigned by the Commander to the most appropriate and capable person within their organization. However, current NATO policy does not allow for the application of such 'unit qualifications' and there is no ability at this moment to change this. This means that the GFP job description must be tied to an established position and whomever is sent to fill the position will be required to perform the associated tasks. • NCGM will assist ACO by providing the generic task statements and required training for insertion into NATO JDs. 	<ul style="list-style-type: none"> • For the GFP, the performance statements in the CCD II document that will be published in the DAP will serve as the generic job description • NCGM will assist with job description development and identification of training and education pre-requisites for positions • ACO will staff

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			<ul style="list-style-type: none"> • If an opportunity presents itself, gender tasks unique to a specific post will be identified and included in job change proposal. • Positions requiring KLS, GENAD, GToT, ComSem, and GFP will have to be identified and a change request submitted. • As RA, ACO GENAD has the authority to do this. NCGM will provide assistance. • Generic job descriptions may be also used in the development of Bi-Scs 40-1 	
8 telecon with ACO 22 Apr	Policy Documents	<p>In order of priority, the following documents need to be revised/updated:</p> <ul style="list-style-type: none"> • Bi-Sc 40-1 • ACO Functional Planning Guide • Military Guidelines for CR-SGBV 	<ul style="list-style-type: none"> • It has been recognized that this needs to be a collaborative effort with NCGM as the Expert Centre leading the development process • RA will coordinate at higher level • Working teams/groups will have to be organized. They will be responsible for identifying stakeholders, gathering input, developing/amending content, drafting and circulating the product for final reviews before submission for approval. • A program of work with established deadlines will have to be identified. 	<ul style="list-style-type: none"> • Initial decision is that Bi-Sc 40-1 review will be complete for the summer break and the ACO FPG review will be completed in the fall. • ACO FPG coordination will require a start-up before summer to meet the fall timeline
9 telecon with ACO 22 Apr	GFP Quantity Requirements	Increased serials.	<ul style="list-style-type: none"> • NATO HQ • ACCI (ACO) • SJLSG (ACO) • RS (pre-deploy) (ACO) • RS Pre-Deploy (METT) (ACO) • NSQ (including NSOS at Chièvres) (ACO) • NAEW & CF (ACO) • RS (ACO) • GNC HQ Req for Q1, Preferred in person METT • 2 NCISG (and subordinate battalions) (ACO) 	<ul style="list-style-type: none"> • NCGM will determine what requirements may be met through current ETFs • NCGM to identify solutions to meet quantity deficiency • NCGM will liaise with JFD to determine how gender

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			<p>6 AIRCOM (ACO) 35 SHAPE (METT) (ACO) 30 Brunssum (METT) (ACO) 8 NMI (ACO) 7 KFOR (3 for RC-E, 3 for RC-W, plus one other (ACO))</p> <p>88 known course position requests – Does not incl NATO HQ, NATO ACT, JWC, or JFC Naples or numbers from the organizations indicated by # above</p>	<p>perspective can be included in the pre-deployment training for leaders and GFPs (request was specific for RS but NCGM will look at all missions that attend pre-deployment training at JFD)</p>
<p>10 telecon with ACO 22 Apr</p>	<p>KLS Quantity Requirements</p>	<p>METT request at SHAPE HQ</p> <p>KFOR and NMI Comd identified</p>	<p>One iteration for 25 participants Request for this via DL soonest given circumstances</p> <p>In addition to the participants identified for METT delivery at SHAPE HQ, it was identified that the two commanders should receive training. The only formalized training that would currently fit for them would be the KLS.</p>	<ul style="list-style-type: none"> • Liaison will continue between NCGM and ACO to coordinate SHAPE HQ METT. • Scheduling of KLS will be reviewed to examine the ability for key leaders to take prior to mission command
<p>11 telecon with ACO 22 Apr</p>	<p>SLS Quantity Requirements</p>	<p>Three METT Requests (potential for a fourth – although not currently requested with dates, it is not one we could say no to)</p>	<p>ACCI (ACO) SHAPE for NMRs (ACO) ACT (ACT) (ACT GENAD planning Gender week in Q1)</p> <p>EUMS/DGIMS SLS (follow-up from Joint Declaration). It must be noted that this was identified as a potential but there has been no follow-up yet from EUMS which is to lead the next iteration of this.</p>	<ul style="list-style-type: none"> • NCGM will liaise to determine tailored requirements for each • NCGM must identify solutions to meet the demand

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12 telecon with ACO 22 Apr	GENAD Quantity Requirements	Increased serials.	<ul style="list-style-type: none"> • A number of new positions or organizations requiring GENADS are being identified. It was noted through this process that the current delivery of two iterations per year is not flexible enough to meet the schedules of NATO entities. • The following positional locations were identified as requiring GENAD training: <ul style="list-style-type: none"> ○ JFC Brunsumm ○ RSM ○ NCISG ○ NSHQ ○ JFC Naples ○ NAEW&CF ○ KFOR ○ NMI • In consideration of having additional serials, it may also be that the numbers per serial decrease (at least for NATO demands) as a result of the GFP coming into delivery. This is something that will have to be tracked and monitored. 	NCGM to identify its ability to schedule three iterations per year
13 telecon with ACO 22 Apr	GToT Quantity Requirements	No decision requested	<ul style="list-style-type: none"> • Only one GToT position was requested (KFOR) and this was for the KFOR GENAD. • This needs to be examined more as there was no identification of need from training organizations (NMI, Ukraine, etc) 	NCGM to schedule one serial. This may be as a METT with a percentage of seats made available for students from another nation or organization
14 telecon with ACO 22 Apr	Early Warning Indicators (EWI)	NCGM to work with Intelligence DH to have requirement incorporated into their	It was identified that EWI development and implementation with gender perspective integrated is a mandatory activity that must be done by the J2 community and that training in this respect will	<ul style="list-style-type: none"> • RA will bring requirement to Int RA • NCGN will work with Int DH to help resolve

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		DAP with development support from NCGM	<p>improve the skills needed in understanding the task.</p> <p>NATO IMS GENAD also identified this as a need for NATO IMS GFPs and relevant for future OP Plans, exercises and CMX</p>	NCGM to investigate
15 telecon with ACO 22 Apr	Gender perspective Examples	NCGM to develop a process for the continuous collection and distribution of examples readily accessible for NATO use.	<ul style="list-style-type: none"> • There are a lack of examples at each level that may be readily supplied to commanders (and others) in relation to why or what outcomes exist because gender perspective was integrated. • These examples need to be captured/documented and readily accessible for NATO to use. 	NCGM will examine ways to better capture this information and create a repository
16 telecon with ACO 22 Apr	NATO Comprehensive Planning Course	NCGM to identify requirement to C2 DH for incorporation into their DAP and to examine current training delivered for operational planners for incorporation of gender perspective or role of the GENAD and GFPs in the process.	<ul style="list-style-type: none"> • This course provides complimentary but very important knowledge to GENAD in order to better perform their duties and related tasks. • It was noted during the last IPB that NATO believed it was meeting NATO demands for this course as all identified NATO planners received the required training. • NCGM identified that it was not being recognized that others such as GENADs, require this training but perhaps not to the same extent or depth of knowledge as a planner and that that these needs were not being met. CIMIC CO concurred with this. • Of note, two NCGM staff took an iteration of this course and noted that there was no mention of advisors or functions meaning that planners are not made aware of the role or tasks of the Commanders' advisors and therefore being made aware of the necessary contributions they 	<ul style="list-style-type: none"> • RA will bring requirement to C2 RA • NCGM will work with C2 DH to help resolve • NCGM to assess ability to integrate gender into current COPC

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			have in the planning process. This is not just GENAD but all advisors.	
17 telecon with ACO 22 Apr	Increased Environmental Contexts (Air and Maritime)	Incorporation of more Air and Maritime content throughout gender programming	It was noted by both AIRCOM and MARCOM that there was a lack of material and examples for gender perspective integration within their domains and this must be changed.	<ul style="list-style-type: none"> • NCGM will source material and add to repository identified above for gender perspective examples. • NCGM will incorporate into current programming (such as through use of examples)
18 telecon with ACO 22 Apr	Professional Development Training	For NCGM to coordinate the delivery of external instructors to selected organizations to increase gender awareness	<ul style="list-style-type: none"> • It was noted that having an external entity deliver training to some key organizations would bring more credibility and attention to gender perspective. • Increased gender awareness is the aim. A common presentation with key messages could be developed and delivered. For those entities that do not require external support, this same package could be used (similar to Training Package for Nations). 	<ul style="list-style-type: none"> • ACO has identified organizations for this • NCGM will coordinate with the identified organizations to coordinate/conduct such training sessions
19 telecon with ACO 22 Apr	Training Package for Nations	NCGM to update/revise	This package is significantly out of date.	<ul style="list-style-type: none"> • NCGM will find the solution to update this package • NCGM will incorporate this package into its cyclical quality control review process for courses

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<p>20 telecon with ACO 22 Apr</p>	<p>All Staff Training Requirements</p>	<p>To develop a training solution to meet this gap</p>	<ul style="list-style-type: none"> • It was noted that both Commanders and new staff require training specific to gender perspective. For commanders, it is recognized that the GENAD will provide this. • For all staff, they should receive an overview on the integration of gender perspective into operations and associated directives, regulations, guidelines and policies on gender perspective. • There should be an annual refresher associated with this as it was noted that the majority of people don't understand gender perspective and many have a negative opinion when it comes to its importance. • The 'all staff' requirement is an outstanding requirement 	<p>NCGM must do a target population analysis to determine the differing needs of 'all staff' with recommend solutions to close the gap</p>
<p>21 telecon ACO 03 Jul</p>	<p>Professionalization</p>	<p>To examine the need to professionalize within NATO</p>	<ul style="list-style-type: none"> • There has been significant discussion within NATO concerning the professionalization of the GENAD. It is recognized that this is difficult to achieve when GENADs do not exist as a core occupation. • Part of a professionalized body is incumbent on HR policies and not just topic knowledge. There is also a component that would be attached to STANAGs such as training requirements, etc • This serial needs to be discussed and analysed by the gender community 	<p>An identified lead is required. Ideally it should be NCGP. NCGM will investigate process with IMS GENAD.</p>
<p>22 telecon ACO 03 Jul</p>	<p>DAP Alignment with other DHs</p>	<p>Synchronized gender requirements</p>	<ul style="list-style-type: none"> • It has been identified that other disciplines include gender within their requirements but that coordination within the global programming framework is not always being followed. 	<p>NCGM will track gender integration within other DAPs and provide assistance to other DHs to help synchronize</p>

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			<ul style="list-style-type: none"> • Coordination is necessary to ensure gender perspective within NATO is aligned and that commanders are receiving the correct information when making decisions. 	between DAPs or incorporate into our own DAP
23 telecon ACO 03 Jul	Amending annual global programming cycle for the discipline	Establish a new global programming schedule for the Gender discipline	<ul style="list-style-type: none"> • NCGM traditionally hosted the RR in Feb/Mar timeframe. The COI immediately followed and the ADC was held late May, early June to coincide with the NCGP. • This timeframe did not allow sufficient time for NCGM to fully analyze all requirements and source solutions. • During the last ADC, many key participants were occupied with NCGP preparations thus limiting their participation. This year (2020) the NCGP was scheduled for the entire week vice the previous four days. • In addition, the number of ACT staff in Global Programming has diminished meaning the ACT Discipline POC is responsible for more than one discipline. There is a request for better coordination to reduce associated travel for the POCs. • These factors led to the identification that the current schedule is not suitable and a new cycle must be examined. 	NCGM will work with ACO and ACT to identify a new cyclical schedule. New cycle will have Requirements review in the Feb-Mar timeframe with Community of Interest prior to summer vacation period and ADC in the fall.
24 telecon ACO 03 Jul	CIMIC Requirements	Confirm	<p>Multinational CIMIC Group identified the following requirements:</p> <p>Gender master message</p> <ul style="list-style-type: none"> • Stakeholder understanding development • Key leader understanding development • Transfer capacity of knowledge and translation of skills into planning practices 	<ul style="list-style-type: none"> • This topic needs to be examined more closely to identify if it is an actual or perceived gap and, if a gap actually exists, if it requires a training

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			<ul style="list-style-type: none"> • Practical integration of gender perspectives into planning execution and assessment <p>The rationale for these requirements seems focused in two areas. The first is the need for a stronger communication message about gender in military operations while the second is knowledge gaps for GENADs.</p>	or non-training solution.
25 telecon ACO 03 Jul	ADLs	A development plan for the ADLs	<ul style="list-style-type: none"> • NCGM is the content owner of the ADLs hosted on the JADL learning management system. • The 168 was recently revised with a new look and feel. Only necessary content was amended. In future, this course would benefit from a complete review. • The 171 is the number one priority for development. This is an outstanding requirement from last year and is needed to support the GFP course. • Due to the GENAD TNA being conducted in Q4, the content of this course may change significantly and therefore, no development at this time is required. • It was suggested during the ACT visit that these three courses be reviewed holistically with the support of the ACT design/development team. 	<ul style="list-style-type: none"> • The number one priority is ADL 171. NCGM is currently identifying a plan/program of work to update this. • NCGM will develop a plan for ADL 169 post the GENAD TNA. • ADL 168 was recently refreshed and should be launched in fall 2020. • NCGM will review the proposal to look at these three programs from a more holistic approach in 2021.
26 telecon ACO 03 Jul	Exercise Experimentation	Creation of project team to support	<ul style="list-style-type: none"> • Confirmation was received that NCGMs proposal to have gender in Article 5 experimented on in an upcoming exercise was accepted. • NCGM has requested more information from ACT regarding requirements such as people 	<ul style="list-style-type: none"> • After NCGM produces the work plan with tasks and timings, support from the larger community

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			needed for MEL/MIL scripting, evaluation, required supporting documents, etc. as well as timelines that must be met. Once this information is gathered, NCGM will produce the work plan.	<p>will be required to fill identified gaps.</p> <ul style="list-style-type: none"> It should be noted that for the selected exercise, a full GENAD structure with GFPs (identified well in advanced and preferably pre-trained) will be required.
27 telecon ACO 03 Jul	Gender Doctrine	Develop a doctrine publication specific to gender	There have been several instances over the last few months which have highlighted that gender mainstreaming within NATO policies, documents, etc is not being met as expected. While several reasons have been identified as contributing factors to this, it is believed that having a gender AJP would be a solid step forward to helping NATO in meeting its current obligations.	Initiate the process for doctrine development. NCGM will work with IMS, ACO and ACT GENADs to investigate process for initiation.
28 telecon ACO 03 Jul	Senior Leadership Seminar (SLS) Certification	Set a curriculum for the SLS and initiate process for certification	<ul style="list-style-type: none"> Currently the SLS is a tailored program based on the needs of the requesting NATO entity. However, there are always key elements essential to delivery of this seminar such as the WPS Agenda, CR-SGBV, leadership responsibilities, etc. Past deliveries of the program should be reviewed to extract the common elements and translate them into core requirements which would enable NCGM to proceed with the certification process. 	NCGM to review past iterations and derive common elements to be articulated via performance objectives necessary for certification.

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			<ul style="list-style-type: none"> This will not remove the tailored needs of the program but rather, allow for core content to be delivered with the addition of tailored material 	
29 telecon ACO 03 Jul	Outstanding 2019 DAP requirements.	Prioritize outstanding requirements against current list from 2020 Requirements Review	<p>The following are the outstanding items not currently covered in the 2020 RR:</p> <ul style="list-style-type: none"> Training requirements for non-commissioned members (NCM). This group makes up approximately 90% of NATO's force and is largely excluded from gender programming. KLS, COMSEM and GFP currently include this group. This group has a unique leadership role that would help mainstream and integrate gender perspective within NATO. Special staff (less LEGAD) were identified as having a potential gap. SME Security Sector Reform (SSR) and Counter Terrorism (CT) were identified as target groups requiring training. 	<ul style="list-style-type: none"> NCGM will have to conduct an in-depth analysis of the NCM corps and how best to educate and train this group to improve NATO's integration and mainstreaming. For special staff, NCGM will make a determination to ascertain whether the ADL 168 will satisfy this requirement SSR and CT requirements will have to be analyzed to determine what, if any, current gender programs may be used to resolve the gap. Liaison with both COEs will be required.

ANNEX E TO
ENCLOSURE 1 TO
ACT/JFD/ETPP/TT-3839/SER:NU0365
DATED 12 MAR 21

DEPARTMENT HEAD'S RECOMMENDATION ON THE CERTIFICATION OF GMO COURSES

1. This annex provides the results of the DH's review of the annual course certification status as stated in ETEE references to "To keep their certification status, certified courses must remain responsive to NATO E&IT requirements and the current information must also remain accessible in the NATO ETOC. These courses are reviewed during the ADC to confirm their continued relevance for NATO E&IT".
2. Review of status of the NATO GMO discipline courses: When NCGM was first appointed DH for the GMO Discipline, its' NATO accreditation was associated with the Swedish International Training Centre (SWEDINT) as it was a sub-unit within that organization. Since that time, NCGM received its own unconditional, institutional accreditation. It is now in the process of removing all GMO courses identified under SWEDINT to NCGM. This process will be complete by 15 may 2021.

Course Code	Course Title	Training Institution	Current status	Recommended change / Justification
GEN-GO-45610	Gender Advisor Course (GENAD)	NCGM	NATO Approved	
GEN-GO-25432	Gender Focal Point (GFP) Strategic/Operational Target Audience	CMDR COE	NATO Approved	
GEN-GO-25549	Gender Focal Point (GFP) Tactical Target Audience	NCGM	NATO Approved	
GEN-GO-31544	Gender Key Leader Seminar On Gender (KLS)	SWEDINT	NATO Selected	ETF changed from SWEDINT to NCGM. CCDs need staffing to reflect change. Once complete, course will return to NATO Approved.

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Course Code	Course Title	Training Institution	Current status	Recommended change / Justification
GEN-GO-41545	Commanding Officers Seminar on Gender (COMSEM)	SWEDINT	NATO Selected	ETF changed from SWEDINT to NCGM. CCDs need staffing to reflect change. Once complete, course will return to NATO Approved.
GEN-GO-31543	Gender Training of Trainers Course (GToT)	SWEDINT	NATO Approved	Will be deactivated (see serial below)
GEN-GO-35649	Gender Training of Trainers Course (GToT)	NCGM	NATO Approved	ETF changed from SWEDINT to NCGM.
GEN-GO-21324	Utility of Gender in PSO Course	PSOTC	NATO Approved	
GEN-GO-31675	Combating Trafficking in Human Beings	Turkish PfP Training Centre	NATO Approved	
GEN-GO-25552	Gender Awareness in Peace Support Operations	Turkish PfP Training Centre	Listed	
GEN-GO-21934	Cultural Awareness	Hellenic MPSOTC	Listed	

GENDER IN MILITARY OPERATIONS DISCIPLINE PLAN OF ACTION

Action	Deadline	Lead	Support	Product/Result/Remarks
GENAD TNA	Q1 2021 (COVID dependent)	NCGM	IMS GENAD ACT GENAD ACO GENAD	New course or series of courses to prepare GENADs at all levels to perform their job. Security Sector Reform and Counter-terrorism requirement will be analyzed during this process as well
All Staff TNA	Q1 2021 (COVID dependent)	NCGM	PSOTC NSO	NCGM is to do an analysis of the all staff requirements and determine the most appropriate course of action. It may be better integration into already existing programs or the design of a new course
ADL 171 development	Q2-Q3 2021	NCGM	CMDR COE ACT	A newly designed and updated ADL, which will be a pre-requisite to the GFP course. It will be complete with CCD documentation. This will require current GFP CCDs at both CMDR COE and NCGM to be reviewed, aligned and re-submitted
Gender Focal Point (quantity)	ongoing	NCGM CMDR COE		Increased serials to accommodate surge training. Caveat is that online delivery does not allow for the same number of participants as face-to-face

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Action	Deadline	Lead	Support	Product/Result/Remarks
Monitor MP solution for CR-SGBV related requirement	Q3-Q4	MP COE	NCGM	Institutionalized solution for Military Police CR-SGBV related requirement
Assessment of current integration of gender perspective in operation planners education and training	Q3-Q4 2021	NCGM	NSO	An analysis of whether gender perspective is adequately integrated into current education and training solutions with recommended solutions
Assessment of current integration of gender perspective in command level/senior enlisted leaders (NCOs) (tactical) education and training	Q1 2022	NCGM	NSO	An analysis of whether gender perspective is adequately integrated into current education and training solutions with recommended solutions
Assessment of current integration of gender perspective analysts (Intel analysts/Civ-mil analyst) education and training	Q2 2022	NCGM	Intelligence DH	<p>An analysis of whether gender perspective is adequately integrated into current education and training solutions with recommended solutions.</p> <p>Particular attention to be made when reviewing early warning indicators and the development of such with an integrated gender perspective.</p> <p>NCGM to identify need to Intelligence RA/DH</p>
Assessment of current integration of gender perspective in special staff education and training	Q3 2022	NCGM		An analysis of whether gender perspective is adequately integrated into current education and training solutions with recommended solutions

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Action	Deadline	Lead	Support	Product/Result/Remarks
Assessment of current integration of gender perspective in evaluators of collective training (non-gender specialists) education and training	Q3 2022	NCGM	ACT JWC ACO J7	An analysis of whether gender perspective is adequately integrated into current education and training solutions with recommended solutions
Gender mainstreaming gender perspective into doctrine and policy	ongoing	NCGM IMS ACT ACO		Doctrine and policy are the cornerstone of all activities within a military context. If gender perspective is not mainstreamed in these key documents then it makes integration more challenging everywhere else. GENADs at all levels must be engaged. Support to gender specific doctrine may be required based on NCGP actions.
Certification of Senior Leadership Seminar (SLS)	Q4 2021	NCGM		The SLS is a product that tailors training to the organization requesting the event. However, there are common elements to this training that may be better suited as a certified solution. NCGM will examine these elements and make an appropriate recommendation
Experimenting with gender perspective in collective defence	Q4 2021	NCGM	ACT JWC ACO	Using the information gathered during an expert meeting at SHAPE, NCGM developed a proposal to have gender in collective defence exercised in an upcoming exercise. This was accepted by ACT and will be carried out throughout the design, development, conduct and evaluation of Steadfast Jupiter 2021. A report will be published afterwards analyzing the results and suggested ways forward to improve the discipline in this area.

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Action	Deadline	Lead	Support	Product/Result/Remarks
Support to exercises with gender SMEs	ongoing	NCGM	ACT JWC ACO SMEs	Gender perspective should be implemented in all phases of the exercises. NCGM will take a stronger role in helping to coordinate SMEs
Conduct Expert Meeting on the Exercise Guide	Q2 2021	NCGM	ACT ACO JWC Gender SMEs Exercise SMEs	Official publication of the Exercise Guide for Integrating Gender Perspective after COI review and comment on draft distributed post 2020 ADC
Review the NATO E&T requirements for Gender in Military Operations	Q2 2021	SHAPE (RA)	NCGM HQ SACT IMS ACO SMEs	Requirements are reviewed at the Gender Requirements WS (Feb/Mar 21). Updated requirements to be validated at 2021 ADC and included in the 2021 DAP
Cooperation with COE DAT (DH CT)	ongoing	COE DAT	NCGM	Continued provision of mutual support in each specialized area to support mutual requirements in the other's discipline. This includes non-training efforts such as NCGMs recent support to the development of a CT Concept Paper to be submitted to the MC
Online adaptation of courses due to COVID-19		NCGM	CMDR COE PSOTC	GFP. Was a number one priority and has been adapted to online format by both ETFs GENAD. Is next in program of work for adaptation. Key Leader Seminar. Easily converted to online format but design must be reviewed due to

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Action	Deadline	Lead	Support	Product/Result/Remarks
				interaction during face-to-face program being part of the learning process Gender Trainer of Trainers. Lower priority. Utility of Gender in Peace Support Operations. PSOTC will review this for online adaptation during 2021.
Gender Education and Training Package for Nations	ongoing	NCGM	ACT	The updated version of this mutually developed product by NCGM and ACT will be online soon. It will be incorporated into NCGM's regular program of work for continuous updating as required. Important for users to complete the associated evaluation when using this product.
Determine how best to capture examples of integrated gender perspective and where such a repository should be kept. In particular, air and maritime examples require capturing	ongoing	NCGM	COI	There are a lack of examples at each level that may be readily supplied to commanders (and others) in relation to why or what outcomes exist because gender perspective was integrated. These examples need to be captured and documented for easy access and ready use within NATO and not captured adequately in current systems.
Increase comprehensive planning skillsets of GENADs	ongoing	NCGM	ACT C2 DH	The NATO Comprehensive Planning course provides complimentary and very important knowledge to GENADs for them to better perform their duties and related tasks. However, the GENAD does not require the same depth of knowledge as an operations planner. Discussions with C" DH must take place to identify this gap and find a suitable solution.

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Action	Deadline	Lead	Support	Product/Result/Remarks
Change to Global programming cycle for the GMO discipline	Q4 2020	RA	NCGM	A change from the previous cycle would allow NCGM more time to analyze the identified requirements and seek solutions with the COI while at the same time deconflicting scheduling with the NCGP. The new cycle will be RR in Feb/Mar. COI in Jun. ADC in Nov.
Conduct ADC	Q4 2021	NCGM	ACO ACT IMS Gender COI	Publication of 2021 Discipline Alignment Plan

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ANNEX G TO
 ENCLOSURE 1 TO
 ACT/JFD/ETPP/TT-3839/SER:NU0365
 DATED 12 MAR 21

DRAFT GENAD Task List

Task	Military/Political	Strategic	Operational	Tactical
Advise on gender perspective during force generation	X	X		
Advise on the gender related implications of force composition for operations (internal/external)	X	X	X	X
Evaluate integration of gender perspective	X	X	X	X
Report on integration of gender perspective	X	X	X	X
Differentiate between sexual harassment, SEA and CR-SGBV	X	X	X	X
Recommend mitigation measures to CR-SGBV security risks	X	X	X	X
Identify reporting channels (authorities) for CR-SGBV related incidents	X	X	X	X
Report on CR-SGBV incidents	X	X	X	X
Promote gender integration	X	X	X	X
Facilitate a functioning GENAD network	X	X	X	
Facilitate a functioning GFP network	X	X	X	X
Collaborate within GENAD functional network	X	X	X	X
Advise on processes and products to support gender mainstreaming	X	X	X	X
Collaborate with experts to integrate gender perspective into their processes and products	X	X	X	X
Develop processes and products that support gender mainstreaming	X	X	X	X
Integrate gender perspective into all processes and products	X	X	X	X
Formulate a gender analysis for a country/region	X	X	X	
Formulate a gender analysis for your area of operation			X	X
Contribute to development of military response options with a gender perspective	X	X		
Contribute to the comprehensive preparation of the operational environment with a gender perspective	X	X	X	X
Inform on gender considerations during COA development	X	X	X	X
Identify training requirements to support gender integration and mainstreaming	X	X	X	X
Using a gender perspective recommend military actions to counter early warning indicators	X	X	X	X

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Using a gender perspective conduct an analysis of trends incidents and events	X	X	X	X
Task	Military/Political	Strategic	Operational	Tactical
Analyse reports to extract gender related lessons	X	X	X	X
Incorporate lessons learned into policy frameworks	X	X		
Report on lessons identified	X	X	X	X
Develop policies for gender related topics	X	X		
Contribute to policy development for gender related topics	X	X	X	X
Develop a comprehensive communication plan for gender messaging	X	X	X	X
Coordinate delivery of key messaging in communications plan	X	X	X	X
Translate the WPS Agenda for military command and staff	X	X	X	
Advise on military actions required to support the WPS Agenda	X	X	X	X
Identify host nation support to help meet WPS Agenda requirements	X	X	X	X
Identify resource needs to support implementation of gender perspective in relation to the WPS Agenda	X	X	X	X
Establish internal/external liaison with entities to support NATO's WPS mandate	X	X	X	X