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STRENGTHENING GENDER PERSPECTIVE WITHIN ACT

- REFERENCES:
- A. Bi-SC Directive 040-001, Integrating Gender Perspective into the NATO Command Structure, 20 October 2021.
 - B. PO(2021)0336, Action plan for the implementation of the NATO/EAPC Policy on Women, Peace and Security 2021-2025, 6 OCT 2021.
 - C. ACT/HQ SACT Dir 22-01, SACT's direction, guidance and priorities for 2022, dated 25 Jan 2022.
 - D. PO(2020)0156, NATO gender-inclusive language manual.
 - E. AC/340(EAPC)N(2021)0004, NATO Sex-Disaggregated Data Manual.

1. **Status.** This directive supersedes Allied Command Transformation (ACT) directive 40-02 dated 17 Dec 2020.
2. **Purpose.** The intent of this directive is to ensure ACT has a strong organisational structure reinforced by a Gender Focal Point (GFP) network, to better integrate gender perspective in all ACT's work strands, with the full support of the Commanders and the leadership.
3. **Applicability.** This directive is applicable to all staff at HQ SACT and the subordinate commands.
4. **Publication Updates.** Updates are authorized when approved through Tasker Tracker by the HQ SACT Chief of Staff.
5. **Sponsor/Proponent.** The sponsor for this ACT directive is the ACT Gender Advisor, +1(757)747-3165, lauranne.bureau@act.nato.int.

FOR THE SUPREME ALLIED COMMANDER TRANSFORMATION:

A handwritten signature in black ink that reads 'Guy Robinson'.

Guy Robinson OBE
Vice Admiral, GBR N
Chief of Staff

STRENGTHENING GENDER PERSPECTIVE WITHIN ACT

1. **Overview.** In accordance with References A and C:
 - a. NATO is committed to integrate gender perspective throughout the three core tasks of the Alliance. This is essential to ensuring an agile, resilient and responsive NATO. NATO recognizes that integrating gender perspective increases Alliance effectiveness through all three components of NATO's fighting power (moral, conceptual and physical), leveraging the full human capacity of the Alliance to enhance tactical, operational and strategic effects. NATO also recognizes that gender equality is an essential element of peace and security. Integration, Inclusiveness and Integrity are the three principles that guide NATO's agenda on Women, Peace and Security.
 - b. ACT's mission is to lead and drive the continuous military adaptation and transformation of the Alliance to shape and contest the environment and keep the edge over our adversaries and competitors, now and in the future.
 - c. As NATO's warfare development command, ACT has **a critical role in the integration of gender perspective**, as it contributes to the ambition to think, organize and act differently. Gender perspective needs to be taken into consideration in order to **improve** military structures and capabilities. The integration of gender perspective is an integral part of both a **human-centric and a comprehensive approach**. A gender perspective helps to better understand the complex environment in which we operate, it will contribute to shaping this environment to our advantage, to adapt and take the right actions at the right time, in order to create the conditions for success.
 - d. Finally, ACT plays a central role in the NATO Education and Training (E&T) Framework, specifically in ensuring the continuous development of the E&T programme for Gender in Military Operations Discipline, as well as the coordinated, relevant and appropriate integration of gender perspective into the programmes of other NATO disciplines.
2. **Responsibility and Accountability.**
 - a. Commanders, within their power, maintain overall responsibility for integrating gender perspective, in accordance with Reference A.
 - b. HQ SACT DCOSs, as well as JWC, JFTC and JALLC's (JJJs) commanders are accountable to ensure the integration of gender perspective in their work strands.
 - c. The integration of gender perspective and gender mainstreaming are an enterprise wide effort that requires a **systemic approach from all staff functions**. It therefore requires all staff from HQ SACT, JWC, JFTC and JALLC to pro-actively engage and consider gender perspective and gender mainstreaming across all lines of effort.
3. **Gender Advisory Structure.**
 - a. The gender advisory structure exists in the NATO Command Structure (NCS) in order to support gender mainstreaming, to facilitate the effective and comprehensive

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integration of gender perspective in all ACO and ACT work strands and to ensure that they comply with the three main NATO gender-related policies:

- (1) NATO/EAPC policy on Women, Peace and security (WPS) dated 2018¹ ;
- (2) NATO policy on preventing and responding to Sexual Exploitation (SEA) dated 2019² and;
- (3) NATO policy on preventing and responding to Conflict-Related Sexual Violence (CRSV) dated 2021³.

b. The NCS gender advisory structure is composed of:

- (1) Gender Advisors (GENADs), who provide advice to the Command Group on operationalising the NATO WPS agenda and support the comprehensive integration of gender perspective and gender mainstreaming. GENADs also provide functional and technical guidance and ensure unity of effort and synchronicity, on behalf of the Commander.
- (2) Gender Focal Points (GFPs), who support integration of gender perspective and facilitate gender mainstreaming **in their functional area**. They are nominated personnel with dual-hatted roles. They report through the chain of command and maintain a functional dialogue with the GENAD, in order to ensure a coherent and consistent integration of gender perspective.

c. As described in Reference A (Annex B), the generic tasks of GFP's in the NCS are to:

- (1) Advance gender perspective integration by contributing to the implementation of the NATO WPS Agenda.
- (2) Integrate gender perspective into their daily business in accordance with Bi-SCD 040-001.
- (3) Support the Command gender mainstreaming efforts.
- (4) Maintain functional dialogue with the GENAD, including providing support to the gender analysis, monitoring and reporting functions and reports within their chain of command.

4. **NATO Gender Terminology.** To facilitate gender mainstreaming and applying a gender perspective NATO has approved the following definitions:

a. **Gender:** The social attributes associated with being male and female, learned through socialisation, that determine a person's position and value in a given context,

¹ EAPC(C)D(2018)0008.

² PO(2019)0459-AS1(INV).

³ PO(2021)0190.

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including in the relationship between women and men and girls and boys, as well as in the relations between women and those between men.

b. **Gender perspective⁴:** The ability to detect if and when men, women, boys and girls are being affected differently by a situation due to their gender.

c. **Gender mainstreaming:** A strategy used to achieve gender equality, by assessing the implications for women and men of any planned actions, in all areas and at all levels, in order to assure that the concerns and experiences of both sexes are taken into account.

d. **Gender equality:** The state in which there are equal rights, responsibilities, opportunities and access for men, women, boys and girls.

e. **Gender analysis:** The systematic gathering and examination of information on gender differences and on social relations between men and women in order to identify and understand inequities based on gender.

f. **Sex-disaggregated data:** Information and data collected from and analysed for males and females separately to overcome a bias and potential for analytical error caused by focusing on one section of the population when collecting information.

5. **ACT gender advisory structure and network.**

a. In HQ SACT:

(1) The GENAD office is part of the Command Group, placed within the Staff Advisory Group (SAG), under the Office of Chief of Staff. The ACT GENAD is a full time position described in the Peacetime Establishment (PE).

(2) Each directorate is required to nominate GFPs and to replace them as they rotate out.

b. In JWC, JFTC and JALLC (JJJs):

(1) Each Command is required to nominate GFPs, to identify a lead GFP among them, and to replace them as they rotate out. The lead GFP will be ACT GENAD main point of contact for coordination.

(2) Where GENAD positions do not currently exist in the JJJs' PE, short term mitigation is required to enable a functioning ACT gender advisory structure.

As a minimum, the JJJs are required to take action to ensure the following tasks can be achieved in addition to the generic roles of GFPs:

(a) Advise the command group on operationalising the NATO WPS agenda when requested and when appropriate.

⁴ This is the new NATO agreed definition from February 2022 which differs from the one used in Ref A.

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(b) Coordinate internally between the GFPs to ensure coherence, consistency and synchronisation on the integration of gender perspective and gender mainstreaming into the Command's work.

(c) Coordinate the provision of gender related deliverables as required by HQ SACT.

(3) The JJJs should make an annual assessment of whether adjustments are required to the PE in order to effectively implement all the requirements mandated by NATO gender related policies and associated action plans (Ref A) over the medium to long term.

c. Each HQ directorate, JWC, JFTC and JALLC are required to nominate, at a minimum, two GFPs (ideally on a voluntary basis). Additional nominations should be considered in the JJJ's, in larger HQ SACT divisions, or in branches and sections, where appropriate⁵. The proposals for the GFPs' nomination are sent annually, through TTE, for HQ SACT COS approval, usually after the summer staff turnover.

d. GFPs should be selected based on their ability to affect change. GFPs should hold positions where it is easy to maintain a clear understanding of priorities and lines of effort, in their functional area.

e. The GFP network should include a diverse representation of ACT staff (men/women, civilian/military, all ranks)

6. **ACT GENAD Office coordination roles.**

a. On behalf of HQ SACT COS, the ACT GENAD Office is responsible to coordinate ACT implementation of NATO gender-related policies (see Paragraph 3.a), of associated NATO action plans, and so, to coordinate related ACT progress reports.

b. In order to synchronize effort and ensure continuity of the gender advisory network's mission and intent, the ACT GENAD Office will maintain a functional relationship with all ACT GFPs. On a periodic basis, or by request, the ACT GENAD will chair GFP coordination meetings and maintain a collaborative online platform to allow the exchange of information.

c. As part of the NATO Gender advisory structure, the ACT GENAD maintains a functional relationship with IMS and SHAPE GENADs.

d. As part of the NATO Gender advisory Community of Interest (CoI), the ACT GENAD also liaises with the WPS Team (in NATO HQ/International Staff/Human Security Unit), as well as with the NATO Committee on Gender Perspective (NCGP).

e. The Nordic Centre for Gender in Military Operations (NCGM), as the NATO Department Head for the "Gender in Military Operations" Discipline⁶, has a leading role

⁵ ACT subordinate Commands are strongly encouraged to form their own internal gender advisory structure in order to effectively meet their requirements.

⁶ See the MOU signed between HQ SACT, SHAPE and the Swedish Armed Forces, from 2013

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for NATO gender education and training, under HQ SACT's guidance. The ACT GENAD and NCGM coordinate and support each other in all education, training and exercise programmes for which ACT is responsible. This includes the addition of gender-related lessons in relevant courses at NATO Education and Training Facilities, NATO accredited Centres of Excellence and other NATO and NATO-affiliated educational institutions.

7. Integrating gender perspective in ACT work and activities.

a. Chapter 3 of Reference A, provides guidance on how to apply a gender perspective across any activity that contributes to NATO's Warfare Development effort, as described by the 2021 NATO Warfare Capstone Concept (NWCC) and operationalized through the Warfare Development Agenda (WDA).

b. The NWCC explicitly acknowledges the requirement to leverage gender in order to:

- (1) Develop people able to think and act across domains in the future operating environment,
- (2) Develop cross domain leaders through a culture of cross domain thinking, and,
- (3) Act as a force multiplier when developing people with the right skills as part of investing in the Alliance's Human Capital to cope with speed, complexity and data centric future operating environment.

c. Implicit in this acknowledgment is the necessity to apply a gender perspective across all LoE that contribute to Warfare Development. In Reference A, the key areas of work identified, where gender perspective should be integrated, and particularly when developing and implementing NATO's MloP, include but are not limited to :

- (1) Strategic awareness.
- (2) Strategy and Policy.
- (3) Capability development.
- (4) Doctrine.
- (5) Concept Development & Experimentation (CD&E).
- (6) Modelling and Simulation.
- (7) Individual Education & Training
- (8) Lessons Learned.

d. In addition to Warfare Development activity, a gender perspective should be applied across all ACT lines of effort. To facilitate this, staff should routinely:

- (1) **Identify where a gender perspective is relevant** and could/must be integrated. The simple process of systematically asking if a gender perspective could be relevant is key to driving cultural change. This mind set and practice

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should be reinforced by ACT leadership. GFPs and the GENAD can provide advice as required to staff and leadership.

(2) **Use Sex Disaggregated Data (SDD).** SDD is a baseline for gender analysis and a critical tool to help fully implement NATO gender-related policies (Ref E). SDD enables greater situational awareness about entire populations (composed of women, men, girls and boys) and SDD can be applied across a broad range of activities from concept development, experimentation and war gaming to strategic foresight and capability development.

(3) **Apply a gender perspective to understand better any human environment.** Women, men, girls and boys, as part of a gendered societal construct, are often impacted differently by a given situation, and also have different influence on it.

(4) **Apply a gendered approach to Human Security in Military Operations⁷.** NATO has several policies directing that civilian populations in a NATO area of responsibility are to be protected from harm either caused by NATO's own military actions and from the physical harm of others. Women, men, girls and boys are impacted differently in crisis and armed conflict. In particular, women and girls are often disproportionately affected.

(5) **Use Gender-Inclusive Language** (as mandated in Ref D) to help shape thinking and influence actions.

(6) **Use of Internal and Cognitive Diversity.** Diverse mental models allows the promotion of change, creativity and innovation. Women and men bring unique and different perspective.

(7) **Report.** Every significant gender-related outcome, line of effort, or activity should be captured in routine reports. Specific gender-related reports will be periodically requested and coordinated by the ACT GENAD.

(8) **Develop internal action plans.** Once a requirement to integrate a gender perspective is identified a plan should be developed to systematically achieve the desired/agreed outcome. The plans should clearly identify where responsibility and accountability lie, key milestones, deadlines and deliverables.

e. Specific to the JJJs.

(1) **JALLC:** As the NATO hub for lessons learned and identified, a gender perspective should be integrated in the review cycle. This has been included in previous reports from JALLC on strategic lessons from NATO missions and from gender SMEs at JALLC. Further analysis of these reports and sharing of information is a possible area of further development.

(2) **JFTC:** The JFTC's primary mission lends itself to the integration of the Gender Perspective into NATO training events. Specifically, JFTC can support the

⁷ For the purpose of this directive, NATO policies that fall into "Human Security in military operations" are : Protection of Civilians (PoC), Children and Armed Conflict (CAAC), Countering Trafficking in Human Beings (CTHB) and Cultural Property Protection (CPP).

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integration of the Gender Perspective into NATO Pre-Deployment Training (PDT), key leader training (such as exercise STEADFAST PYRAMID and PINNACLE) and Major Joint Operations and exercise, such as the LEDA progression.

(3) **JWC:** JWC is responsible for development of settings and scenarios for Operational and Strategic level exercises. The integration of gender perspective at all stages of NATO exercises is essential. Furthermore, as exercises are key platforms for NATO Experimentation, it is crucial to ensure the continuity of collaboration between JWC and NCGM on gender-related experimentation.

8. Education and Training of ACT personnel

a. **ACT Staff.** All ACT staff, both military and civilian, are required to successfully complete ADL 169 (available in English and in French) on "Improving Operational Effectiveness by Integrating Gender Perspective". This course is included in the newcomer's mandatory training requirements. The certificates of completion will be collected and controlled locally, in HQ SACT and the JJJs, by the dedicated staff training section/team.

b. **ACT GFPs.** All ACT GFPs are required to complete ADL 171 "Gender Focal Point" within 1 month of starting in the role. They are also highly encouraged to register, as soon as nominated, to participate in the CMDR COE GFP course (NATO approved 200 level course), designed to train GFPs at the strategic and operational levels. GFPs are also encouraged to complete ADL 168 "Role of Gender Advisor Course". The GFPs are to report to ACT GENAD when they have completed these ADL courses, as well as when they register for the CMDR COE GFP course. They are also requested to share any feedback on how to improve these courses based on their subsequent experience as a GFP.

c. **Lead GFPs at the JJJs.** When nominated as such, the JJJ's lead GFPs are required to complete ADL course 171 and 168. When feasible, they are encouraged to register and participate in the NATO approved GENAD course at the NCGM. At a minimum, they are highly encouraged to register and participate in the CMDR COE GFP course

d. **ACT leadership.** ACT leadership is strongly encouraged to participate in relevant NCGM's courses, such as the Senior Leadership Seminar, Key Leader Seminar and the Commanding Officers Seminar on Gender.

e. The ACT GENAD is responsible for identifying and coordinating the delivery of any emergent gender related training requirements (e.g. the new ADL on SEA under development).

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