Appendix A
Setting the Example

International security institutions play a critical role in the advancement of Women, Peace, and Security (WPS) principles. The North Atlantic Treaty Organization (NATO) was not expected to become a stakeholder in the implementation of the United Nations Security Council Resolution (UNSCR) 1325, yet NATO saw how the WPS agenda applied to the broader discussion of security as it related to alliance efforts. Today, NATO is considered a leader in the implementation of the WPS agenda. NATO is integrating a gender perspective across its three core tasks: collective defense, crisis management, and cooperative security. As both an international organization and a security alliance, NATO has significant impact and influence on behavior with its member states and with host nation states where NATO forces operate.

Prior to the passage of UNSCR 1325, NATO leaders advocated for awareness and recognition about women’s experience in the armed forces and to increase their status through participation. In 1954, NATO addressed the roles of female servicemembers during the Annual Review Committee on National Military Service. NATO established the Committee on Women in NATO force in 1976. In the 1990s, NATO forces witnessed gender-based sexual violence as a tactic in the Balkans. Today, NATO advocates for combating conflict-related sexual violence with the international community. As a result, NATO has military guidelines on prevention of and response to conflict-related sexual violence, with formal policy in development. Further, NATO recognizes that gender dynamics may have security implications. In Afghanistan, NATO implemented relative components of the WPS agenda by incorporating a gender perspective into the entire planning cycle of its Resolute Support Mission. Gender perspectives improved situational awareness and human terrain understanding. NATO saw how Afghan women could participate in the political process and could contribute to their own communities through engagement with deployed servicewomen. Female Engagement Teams were viewed as force multipliers to counterinsurgency operations. Increasing the understanding of how security

4 “NATO and WPS,” 4.
5 “NATO Stands with the International Community to Address Sexual Violence in Conflict,” NATO, 23 April 2021.
6 Aronsson, Listen to Women, 42–45.
challenges affect men, women, boys, and girls differently is at the center of NATO’s gender approach to missions and operations.\(^8\) NATO’s support of WPS underscores the value of operationalizing gender perspective to improve military effectiveness.

To support WPS objectives, NATO initially adopted two guiding documents. The first guidance, NATO/Euro-Atlantic Partnership Council (EAPC) Women, Peace, and Security: Policy and Action Plan, was published in 2007. It is NATO’s guide to WPS implementation on three principles: inclusion, integration, and integrity.\(^9\) The second document is NATO’s Bi-Strategic Command Directive 040-001, which outlines the military implementation of WPS. The directive created the gender advisory structure to facilitate gender perspective implementation into all military structures and activities—from doctrine to an integral element of the planning cycle for missions and operations.\(^10\)

Additionally, NATO has put WPS principles into practice by integrating a gender perspective in all its activities to support an inclusive organization. As such, NATO has policies and plans that advance a gender perspective throughout both its political and military structures. Moreover, incorporating a gender perspective is evolving how NATO works across multiple lines of effort. Some examples include conducting gender analysis of early warning indicators, examining the gender dimensions of both victims and actors of violent extremism, and cooperation with women’s civil society groups for potential impact on NATO policy and practice.\(^11\)

From the NATO viewpoint, inclusiveness is not just a numbers game—i.e., more women in the armed forces—but meaningful participation and change. Key lines of effort include organizational changes that include the use of gender-inclusive language, gender balance in both civilian and military structures, and encouraging member states and mission partners to do the same. By setting the example to model gender-inclusive practices, NATO demonstrates its WPS commitment to the alliance’s 30 member states and 19 partner nations.\(^12\) NATO’s robust WPS policies and strategies are essential to help influence the behavior of member states who are responsible for WPS implementation through their respective national action plans (NAPs). At times, putting policy into action is a challenge when 7 of the NATO member states do not have a WPS NAP.\(^13\) Despite challenges to WPS implementation across all member states and partner nations, NATO is an international standard setter.

Integrity to uphold WPS principles is a fundamental enabler to lead by example with partner organizations who also promote gender-related issues such as the UN, the European Union, the African Union, and the Organization for Security and Cooperation in Europe.\(^14\)

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\(^{8}\) “Women are Vital to a Stronger NATO,” NATO, 8 March 2021.

\(^{9}\) Aronsson, Listen to Women, 42–45.

\(^{10}\) “Women, Peace and Security,” NATO, 14 May 2021.

\(^{11}\) “Women, Peace and Security.”

\(^{12}\) “Women, Peace and Security.”

\(^{13}\) Aronsson, Listen to Women, 42–45.

\(^{14}\) Aronsson, Listen to Women, 44.
NATO sets the example through leadership. NATO’s commitment to WPS is maintained by male and female civilian and military leaders throughout NATO’s organizations. From gender advisors and gender focal points across all levels—strategic, operational, and tactical—to the high-level focal point secretary general’s special representative for Women, Peace and Security.\textsuperscript{15} NATO also maintains the Committee on Gender Perspective that promotes gender integration as an integral element of design and implementation of policies, programs, and military operations.\textsuperscript{16} NATO’s current special representative for WPS, Clare Hutchinson, states that cultural change across an institution or organization requires more than assigning a team to oversee gender equality.\textsuperscript{17} Successfully incorporating a gender perspective will depend on the level of integration and recognition of WPS principles beyond the required mandate.

NATO senior leaders routinely meet to review progress on WPS implementation. For instance, in dedicated sessions leaders work together to identify challenges and opportunities to incorporate gender into NATO’s work on resilience and countering violent extremism. For the first time, in October 2020, NATO defense ministers discussed how NATO has furthered the WPS agenda and what needs to be done to overcome the challenges to progress.\textsuperscript{18} NATO leadership recognizes that implementing the WPS agenda requires practical aspects to work collectively to ensure accountability. Through policy and practice, NATO is committed to the advancement of gender equality in the global security architecture. NATO Secretary General Jens Stoltenberg asserts that WPS principles have a significant contribution to make in NATO’s adaption to a complex and challenging security environment.\textsuperscript{19}

Therefore, NATO’s future goals in WPS include evolving a gender perspective to include emerging security threats like climate change, pandemics, cyber security, and disinformation campaigns.\textsuperscript{20} Though progress has been made in implementing WPS principles, NATO WPS leaders recognize there is continued work to be done. Last year NATO established the Leadership Task Force on WPS chaired by the deputy secretary general. The task force is comprised of senior leaders from the International Staff, NATO agencies, and International Military Staff to provide a forum to work across the NATO command structure.\textsuperscript{21} To successfully integrate gender perspective requires leadership across the organization.

Successful implementation of WPS also requires understanding and knowledge on how gender principles apply to your area of responsibility. Major General Michele

\textsuperscript{15} “Women, Peace and Security.”
\textsuperscript{16} LtCol Rachel Grimes, “Exclusive Interview with UNSCR 1325 as She Turns 19,” NATO Review, 31 October 2019.
\textsuperscript{17} Clare Hutchinson, “Are We There Yet? Implementing the Women, Peace and Security Agenda: If Not Now, When,” NATO WPS Bulletin 2 (Autumn 2020), 2.
\textsuperscript{18} “Are We There Yet?,” 2.
\textsuperscript{19} “NATO and WPS,” 6.
\textsuperscript{20} “NATO and WPS,” 7.
\textsuperscript{21} “NATO and WPS,” 6.
Risi, commander to NATO’s Mission in Kosovo, supports that gender perspective is a force multiplier and tool to better achieve his mission’s mandate. He stresses that WPS should be integrated into all staff procedures and assessment—it is not an add-on capability. Major General Risi also reinforces the value of supportive leadership to the implementation of WPS in NATO missions. He expects his gender advisors to be supported by commanders at headquarters and regional command levels. Based on his experience, he affirms that incorporating a gender perspective to improve operational effectiveness starts with the Commander all the way down the chain of command.

Conflict prevention and resolution are multidimensional and complex. The WPS agenda underpins the necessity of incorporating a gender perspective into peace processes and military operations. NATO has opened the aperture on gender through policy and in practice. Viewing operations and activities through a gender lens broadens the opportunities for innovation and solutions in complex security environments. Stability and prosperity are not possible if half of the population does not participate in decisionmaking and conflict resolution. Senior leaders have a responsibility to lead and champion WPS principles through their respective organizations. Continuous culture change must be advocated by the senior civilian and military leadership to accelerate transformative change. And knowledge, training, and dissemination of WPS guidance must be vertical and horizontal across the organization. NATO sets the example by actively addressing challenges of implementing WPS, exploring how to adapt their approach to the evolving security environment, and seeking ways to strengthen NATO’s future role in WPS.