

**DCMC CLOSING REMARKS TO NATO COMMITTEE ON  
GENDER PERSPECTIVES  
25 MAY 2012**

[TITLE SLIDE]

- GOOD MORNING LADIES AND GENTLEMEN. I AM HONORED TO BE WITH YOU TODAY AND GRATEFUL FOR THE OPPORTUNITY TO ADDRESS YOU ON YOUR LAST DAY OF THIS VERY IMPORTANT CONFERENCE. ALLOW ME, FIRST, TO THANK THE MEMBERS OF THE COMMITTEE WHO HAVE WORKED TIRELESSLY TO FACILITATE THIS CONFERENCE BUT MORE IMPORTANTLY TO RECOGNIZE THEIR CONTINUED EFFORT ON BEHALF OF NATO – THANK YOU. SECOND, TO ALL OF THE PARTICIPANTS AND GUEST SPEAKERS, PLEASE ACCEPT MY SINCERE THANKS FOR TAKING THE TIME TO CONTRIBUTE THIS WEEK; YOUR DEDICATION IS CRITICAL TO ADVANCING THE ALLIANCE’S BROADER EFFORTS IN PROMOTING SECURITY AND STABILITY.

[SLIDE 2]

- MANY OF YOU ARE AWARE THAT NATO'S HEADS OF STATE AND GOVERNMENT, FOREIGN MINISTERS AND DEFENSE MINISTERS, AS WELL AS MANY OF OUR PARTNERS' SENIOR POLITICAL AND MILITARY LEADERS, GATHERED IN CHICAGO EARLIER THIS WEEK FOR THE NATO SUMMIT. IT SHOULD BE NO SURPRISE THAT THE TOP PRIORITY WAS AFGHANISTAN, IN PARTICULAR THE TRANSITION TO AFGHAN-LED SECURITY, NATO'S MISSION PROFILE POST-2014, AND THE LONG-TERM SUSTAINMENT OF THE AFGHAN NATIONAL SECURITY FORCES.

- I MENTION THIS NOT TO GIVE YOU A LESSON ON THE LATEST DEVELOPMENTS IN AFGHANISTAN OR THE CURRENT ACTIVITIES OF NATO, BUT BECAUSE IT IS IMPORTANT TO RECOGNIZE THAT THE WORK... THAT THE DISCUSSIONS AND PLANNING GOING ON RIGHT NOW WILL CHART THE COURSE FOR AFGHANISTAN'S FUTURE FOR THE NEXT DECADE AND BEYOND. MUCH LIKE THE EFFORTS AND OUTCOMES OF NATO'S LISBON SUMMIT, DURING THE FALL OF 2010, FORGED

OUR TRANSITION STRATEGY FOR SECURITY RESPONSIBILITY THAT WE HAVE BEEN AND WILL CONTINUE TO EXECUTE THROUGH THE END OF 2014.

[SLIDE 3]

- WHY IS THIS RELEVANT TO THOSE OF US HERE TODAY? TO START, I THINK WE CAN ALL AGREE THAT THE EFFORTS OF NATO AND ISAF HAVE POSITIVELY ALTERED GENDER-RELATED ISSUES IN AFGHANISTAN. FROM A BROADER VIEW, YOU, MUCH BETTER THAN I, UNDERSTAND THE COMPLEX GENDER PERSPECTIVE ISSUES FACING NATO IN EVERY OPERATIONAL THEATER TODAY, AND IN THE COMPLEX SECURITY ENVIRONMENT WE OPERATE, ASYMMETRIC WARFARE HAS FUNDAMENTALLY ALTERED THE LANDSCAPE OF THE BATTLEFIELD. THE MISSIONS WE ASK OUR PERSONNEL TO CONDUCT COVERS THE WHOLE SPECTRUM: FROM ROUTINE MEDICAL CARE OF CIVILIANS TO RECONSTRUCTION AND DEVELOPMENT TO FULL-FLEDGED COMBAT ACTION, AND THIS DIVERSE RANGE OF TASKS “KNOWS NO GENDER BOUNDARIES”... EVERY MEMBER OF OUR ARMED FORCES –

MALE OR FEMALE; INFANTRY OR LOGISTICIAN; AVIATOR, COMBAT ENGINEER OR SAILOR; IS EXPOSED TO THE PERILS OF COMBAT IN TODAY'S BATTLEFIELD.

- AT THE SAME TIME, IN THESE REGIONS OF STRIFE AND CONFLICT, THE ACTIONS OF OUR FORCES AND OUR ADVERSARIES HAVE SIGNIFICANT IMPACTS ON THE MEN, WOMEN AND CHILDREN LIVING THERE. THEREFORE, IT IS ESSENTIAL THAT THE ALLIANCE EMBRACE A "COMPREHENSIVE APPROACH" TO OUR PLANNING PROCESSES THAT REACHES BEYOND THE TRADITIONAL MILITARY FOCUS OF OUR PREVIOUS ERAS AND SURPASSES THE TYPICAL CONSIDERATIONS OF CIVIL-MILITARY COOPERATION. **OUR PREPARATION TRULY NEEDS TO BE "COMPREHENSIVE,"** WHICH HIGHLIGHTS THE TIMELY AND IMPORTANT NATURE OF THE THEME FOR THIS YEAR'S CONFERENCE, "*INCLUSION OF GENDER PERSPECTIVE IN PLANNING PROCESSES.*"

- CONSEQUENTLY, NATO'S EFFORTS ON GENDER PERSPECTIVES, WHICH ARE SPEARHEADED BY THE DEDICATED WORK OF EACH OF YOU HERE TODAY, WILL HELP FORM THE FOUNDATION AND CHART THE COURSE FOR THE ALLIANCE IN THE FUTURE.

[SLIDE 4]

- IT HAS BEEN 12 YEARS SINCE THE INCEPTION OF UNSCR 1325. AS YOU ARE AWARE, THE RESOLUTION BROKE NEW GROUND CALLING FOR STRONGER INVOLVEMENT OF WOMEN IN CONFLICT PREVENTION, CRISIS MANAGEMENT AND PEACE-BUILDING. IT INTRODUCED A DIFFERENT APPROACH TO PEACE AND SECURITY AND PROVIDED THE TOOLS TO IDENTIFY GENDER PERSPECTIVES AS A CRUCIAL FACET IN UNDERSTANDING THE IMPACTS OF ARMED CONFLICT. BY SIGNING UP TO UNSCR 1325, NATO'S ACTION PLAN COMMITTED THE ALLIANCE TO "MAINSTREAM THE PROVISIONS OF THE RESOLUTION INTO CURRENT AND FUTURE OPERATIONAL

PLANNING, TRAINING AND DOCTRINE AND ALL OTHER RELEVANT ASPECTS OF THE ALLIANCE'S TASKS.<sup>1</sup>”

- UP UNTIL THE PASSING OF UNSCR 1325, THE TRADITIONAL DEFINITION OF SECURITY RARELY INCLUDED ANALYSIS OF GENDER SPECIFIC ROLES AND NEEDS, AND NATO'S ACTION PLAN, ENDORSED IN 2010, NOT ONLY DEMONSTRATED OUR CONTINUED COMMITMENT TO IMPLEMENTATION OF THE RESOLUTION, BUT MORE IMPORTANTLY, IT EMPHASIZED THE NEED TO CODIFY DOCTRINE AND CONCEPTUAL DEVELOPMENT OF GENDER PERSPECTIVES IN OUR OPERATIONS AND PLANNING. AND, SOME OF THE ALLIANCE'S ACCOMPLISHMENTS IN THIS FIELD ARE WIDELY KNOWN; SUCH AS,

- THE INCLUSION OF GENDER ADVISERS AT TACTICAL, OPERATIONAL AND STRATEGIC HEADQUARTERS; TO INCLUDE ISAF HEADQUARTERS, ISAF JOINT COMMAND, ISAF SPECIAL

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<sup>1</sup> NATO Action Plan PO2010(0162) and Mainstreaming UNSCR 1325 and Related Resolutions into NATO –Led Operations and Missions[AC/332(ISAF)N(2012)0033; AC/332(KFOR)N(2012)0007; PO(2012)0212]

OPERATIONS FORCES, NATO TRAINING MISSION-AFGHANISTAN, AND KFOR HEADQUARTERS; AND

- THE EMPLOYMENT OF FEMALE AND MIXED ENGAGEMENT TEAMS TO OPERATIONAL AREAS AS ILLUSTRATED BY THE U.S. ARMY AND MARINE CORPS EFFORTS IN HELMAND PROVINCE, THE SWEDISH PROVINCIAL RECONSTRUCTION TEAM (PRT) IN MAZAR-E-SHARIF, AND THE DUTCH PRT IN TARIN KOWT.

[SLIDE 5]

- WHILE OTHER MEASURES ARE LESS RECOGNIZED, THEIR CONTRIBUTIONS ARE JUST AS VITAL AND INCLUDE:

-THE INCLUSION OF GENDER PERSPECTIVE IN THE NATO CRISIS RESPONSE SYSTEMS MANUAL; AND

-ISAF AND KFOR'S INCORPORATION OF GENDER PERSPECTIVE AND IDEAS IN ANNEXES OF THEIR RESPECTIVE OPERATIONAL PLANS, AND FRAGMENTARY ORDERS WHICH SUPPORT GENDER INITIATIVES; SUCH AS, INCREASING THE NUMBER OF WOMEN IN THE AFGHAN NATIONAL SECURITY FORCES AND PARTICIPATION OF WOMEN IN THE KOSOVO SECURITY FORCE.

- IN FACT, NATO MEMBERS HAVE SUPPORTED OVER 75 DIFFERENT INITIATIVES, MANY UNDER THE AUSPICES OF THEIR NATIONAL ACTION PLANS, THAT INTEGRATE GENDER PLANNING, TRAINING AND EDUCATION FOR MILITARY AND POLICE MEMBERS INVOLVED IN MISSIONS AND OPERATIONS. EXAMPLES WHICH INCLUDE:

- CODE OF CONDUCT TRAINING, GUIDELINES AND DOCTRINE;
- POLICY GUIDANCE PROMOTING GENDER EQUALITY; AND
- INTEGRATION OF GENDER PERSPECTIVES IN EXERCISE SCENARIOS.

[SLIDE 6]

- AND, THIS WEEK, WHEN I LOOKED AT THE FEMALE LEADERS OF THE ALLIANCE ASSEMBLED IN CHICAGO; SUCH AS, CHANCELLOR MERKEL FROM GERMANY, PRIME MINISTER THORNING-SCHMIDT FROM DENMARK AND SECRETARY OF STATE CLINTON FROM THE UNITED STATES, TO NAME JUST A FEW.... AND, WHEN I LOOK AT FEMALE-UNIFORMED LEADERS IN NATO LIKE MAJOR GENERAL MICHELLE JOHNSON, DEPUTY



CHIEF OF STAFF FOR OPERATIONS AND INTELLIGENCE AT SACEUR, OR SERGEANT MAJOR BRENDA BERRY AT NATO TRAINING MISSION-AFGHANISTAN, I KNOW THAT NATO WILL CONTINUE TO RECOGNIZE THE IMPORTANCE OF GENDER PERSPECTIVE IN OUR FUTURE MISSIONS AND OPERATIONS.

- YET, WITH ALL THE ENCOURAGING PROGRESS ACHIEVED SO FAR, FURTHER WORK IS NEEDED TO ENSURE CONSISTENT PRACTICAL INCLUSION OF GENDER PERSPECTIVE IN PLANNING. FIRST, **GENDER PERSPECTIVE INITIATIVES ARE NATIONAL EFFORTS**, NATO CAN AND DOES PROMOTE AND FACILITATE THE RELEVANT ISSUES BUT EACH OF US HERE MUST HELP EMPHASIZE THE PERTINENT CONCERNS WITHIN OUR COUNTRIES. FIFTEEN OF THE 36 NATIONS THAT HAVE CREATED NATIONAL ACTION PLANS ARE NATO MEMBERS (AND TEN MORE ARE PARTNERS), AND THERE ARE SIGNIFICANT PARALLELS AND LESSONS WE CAN DRAW FROM THESE EFFORTS TO BETTER ALIGN RELATED HQ-LEVEL POLICIES,

MILITARY STRATEGIC DIRECTIVES, OPERATIONAL GUIDELINES AND TACTICAL MANUALS.

- I KNOW THERE IS ONGOING WORK TO REVISE THE BI-STRATEGIC COMMANDERS DIRECTIVE 40-1 “*INTEGRATING UNSCR 1325 AND GENDER PERSPECTIVE IN THE NATO COMMAND STRUCTURE INCLUDING MEASURES FOR PROTECTION DURING ARMED CONFLICT*” AND THE COMPREHENSIVE OPERATIONS PLANNING DIRECTIVE. THESE DOCUMENTS ARE FUNDAMENTAL TO NATO’S WIDER POLICY OBJECTIVES OF ENHANCING SECURITY AND STABILITY. MOREOVER, THESE DOCUMENTS INSTITUTIONALIZE OUR BEST BUSINESS PRACTICES, ENSURING TOTAL AND COMPLETE INTEGRATION OF GENDER PERSPECTIVE IN THE PLANNING, EXECUTION AND EVALUATION OF NATO-LED OPERATIONS.

[SLIDE 7]

- HOWEVER, WITH THE CREATION OF POLICIES AND DIRECTIVES THERE IS NO GUARANTEE OF A FULL-FLEDGED IMPLEMENTATION. THE NATIONS AND INTERNATIONAL

ORGANIZATIONS THAT INFLUENCE SECURITY AND STABILITY HAVE STRUGGLED TO TAKE THE RESOLUTION BEYOND THEORY AND INTEGRATE IT INTO THEIR PRACTICAL WORK. THE LINK BETWEEN THEORY AND PRACTICE IS OFTEN LACKING, AND CONSEQUENTLY THE PRACTICAL EXERCISE OF INCLUDING GENDER PERSPECTIVES IS OFTEN OVERLOOKED.

- SO, WHAT DOES THIS MEANS IN PRACTICE? IT MEANS THAT WE MUST CONTINUE TO MAINSTREAM GENDER PERSPECTIVE IN NATO, INCLUDING IN EDUCATION AND TRAINING, ESPECIALLY FOR THOSE FORCES THAT ARE ABOUT TO BE DEPLOYED ON OPERATIONS. THIS TRAINING AIMED, IN PARTICULAR, AT DEVELOPING A BETTER AWARENESS AND UNDERSTANDING OF THE CULTURE, ROLE AND INFLUENCE OF GENDERS AND THEIR SECURITY CONCERNS IN THE COMMUNITY. THIS MEANS MORE AND MORE OF OUR OPERATIONAL FORCES ARE EDUCATED ON GENDER ISSUES, AND WE HAVE SEEN THE BENEFITS OF THIS AWARENESS AND

UNDERSTANDING WHERE IT MATTERS – IN THE COMMUNITIES  
WHERE OUR SOLDIERS ARE DEPLOYED.

[SLIDE 8]

- IN ADDITION, WE MUST CONTINUE TO HIGHLIGHT THE  
TREMENDOUS FORCE MULTIPLIER EFFECT OF EMPLOYING  
WOMEN IN OUR ARMED FORCES. THE PERCENTAGE OF FEMALE  
MILITARY PERSONNEL IN THE NATIONAL ARMED FORCES OF  
NATO VARIES BETWEEN 3% AND 18%. I BELIEVE THESE  
NUMBERS ARE TOO LOW AND THIS IS AN AREA, WHICH I MUST  
CONFESS, THAT I HAVE CONSIDERABLE PERSONAL AND  
PROFESSIONAL EXPERIENCE IN... I HAVE BEEN MARRIED 26  
YEARS AND MY WIFE, DORA, IS A RETIRED ARMY LIEUTENANT  
COLONEL. AND, EVERY DAY SHE REMINDS ME THAT THE  
RIGHT COURSE OF ACTION IS HER PLAN... AND I HAVE TO  
AGREE, SHE IS USUALLY RIGHT... OKAY, SHE IS ALWAYS  
RIGHT.

- WE MUST CONTINUE TO LEARN FROM EACH OTHER, TO  
IDENTIFY OBSTACLES — VISIBLE AND INVISIBLE; WHAT HAS

WORKED, WHAT HAS NOT. WE MUST BE RECEPTIVE TO NEW IDEAS. WE MUST COORDINATE BETTER WITH OUR PARTNERS, BOTH NATIONS AND OTHER ORGANIZATIONS LIKE THE EUROPEAN UNION, ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE AND UNITED NATIONS, TO AVOID DUPLICATION AND IDENTIFY COMMON GAPS AND SEAMS TO OUR GENDER PLANNING PERSPECTIVES.

[SLIDE 9]

- THIS IS WHY I APPLAUD THE CONTINUED EFFORTS OF OUR ALLIES AND PARTNERS; AND INITIATIVES SUCH AS THE ICELANDIC LETTER CO-SIGNED BY TWELVE OTHER NATIONS EMPHASIZING THE NEED FOR SENIOR LEADERSHIP TO ACTIVELY SUPPORT GENDER MAINSTREAMING AND RECOMMENDING ENHANCEMENTS TO GENDER ADVISERS FOR ISAF AND THE SENIOR CIVILIAN REPRESENTATIVE'S OFFICE. IN ADDITION, TO THE NORWEGIAN OFFER TO FINANCE A "SPECIAL REPRESENTATIVE" FOR UNSCR 1325 HERE AT THE NATO HQ. JUST TWO PROPOSALS AIMED AT CONTINUALLY IMPROVING

UPON NATO'S ALREADY HIGH LEVEL OF COMMITMENT TO GENDER PERSPECTIVES.

- I WOULD LIKE TO CLOSE TODAY BY, AGAIN, THANKING EACH AND EVERY ONE OF YOU HERE TODAY FOR YOUR SIGNIFICANT CONTRIBUTIONS. WHAT YOU ACTUALLY DO — TODAY, TOMORROW, AND EACH DAY IN THE FUTURE — TO ENHANCE NATO'S EFFORTS RELATED TO GENDER PERSPECTIVES WILL HELP CHANGE THE FOUNDATIONS OF THE ALLIANCE ITSELF AND IMPROVE THE EFFECTIVENESS OF NATO'S MILITARY OPERATIONS. AS HIGHLIGHTED DURING THE CHICAGO SUMMIT WITH THE ENDORSEMENT OF THE STRATEGIC PROGRESS REPORT ON MAINSTREAMING UNSCR 1325 AND RELATED RESOLUTIONS INTO NATO-LED OPERATIONS AND MISSIONS, WE MUST CONTINUE TO PROMOTE THE IMPORTANT AND DISTINCTIVE ROLE THAT WOMEN CAN PLAY IN CONFLICT RESOLUTION, TOGETHER WITH FULL, EQUAL AND EFFECTIVE PARTICIPATION AT ALL STAGES AND AT ALL LEVELS OF PLANNING FOR OPERATIONS AND MISSIONS.

- I TRUST THAT YOUR WEEK HERE, IN BRUSSELS, HAS BEEN PRODUCTIVE AND I KNOW YOU STILL HAVE SOME WORK TO FINISH TODAY... WHICH I LOOK FORWARD TO REVIEWING WHEN THE NATO COMMITTEE ON GENDER PERSPECTIVES REPORTS TO THE MILITARY COMMITTEE ON THE FINDINGS AND RECOMMENDATIONS FOR INCORPORATION INTO THE NATO CRISIS RESPONSE SYSTEM AND NATO OPERATIONS PLANNING PROCESS.

- THANK YOU VERY MUCH.