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# Integrating a Gender Perspective into KFOR Operations

A Year on the Job  
Jun 11 - May 12



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Gender Advisor to COM KFOR

CPT Andy YOUNG  
Gender Focal Point

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# Agenda

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1. Background
2. Initial Assessment
3. Command Guidance / Implementation Plan
4. Internal and External Accomplishments
5. Upcoming Projects
6. Way Ahead
7. Gender Team Concept
8. Things to Avoid
9. Challenges Revisited

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# Introduction

- MAJ Elisabeth SCHLEICHER-  
Austrian Army
  - Prior deployment to Kosovo, Oct 06 – Oct 07
  - Author “Positive Peace in Kosovo – a Dream Unfulfilled”, PhD thesis
- CPT Andy YOUNG – U.S. Army
  - Plans and Training Officer
  - M.B.A., Northwestern University - emphasis in change management



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# Gender in KFOR - Background



- First KFOR Gender Advisor started in Nov 10 for a six month deployment
- MAJ SCHLEICHER arrived Jun 11, total tour length will be 1.5 years
- CPT YOUNG arrived Jul 11, 1+ year tour

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# Gender in KFOR - Background



- Starting point **ZERO**
- Gender was not included in training programs
  - In Theater training
  - Key Leader Training
- GENAD was not part of any meetings or distribution lists
- No contacts established
- No mechanism for implementing Gender in MDMP or OPORD/FRAGO production

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# Initial Assessment

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- Very little to no awareness of Gender
- General misperception of what Gender is
  - Perceived to be internal
  - Not viewed as being a contributor
  - Viewed as needing support
- Too much to do “where to start?”, needed to prioritize effort

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# CHALLENGES

CHALLENGES	SOLUTIONS
Frequent Rotations	
Unfamiliarity with Concept	
Need to Get Buy In	
Varying Language Abilities	
Misperception of terminology "GENDER"	
Reported to COS not COM	
Limited interaction with higher HQs	



# CHALLENGES

CHALLENGES	SOLUTIONS
Seen as additional duty	
Insufficient FPEC	
Not on invite list to any meetings	
Keeping in touch at tactical level	
No backup if GENAD is out	
Female soldiers can be reluctant	
Local contacts/media misperception	





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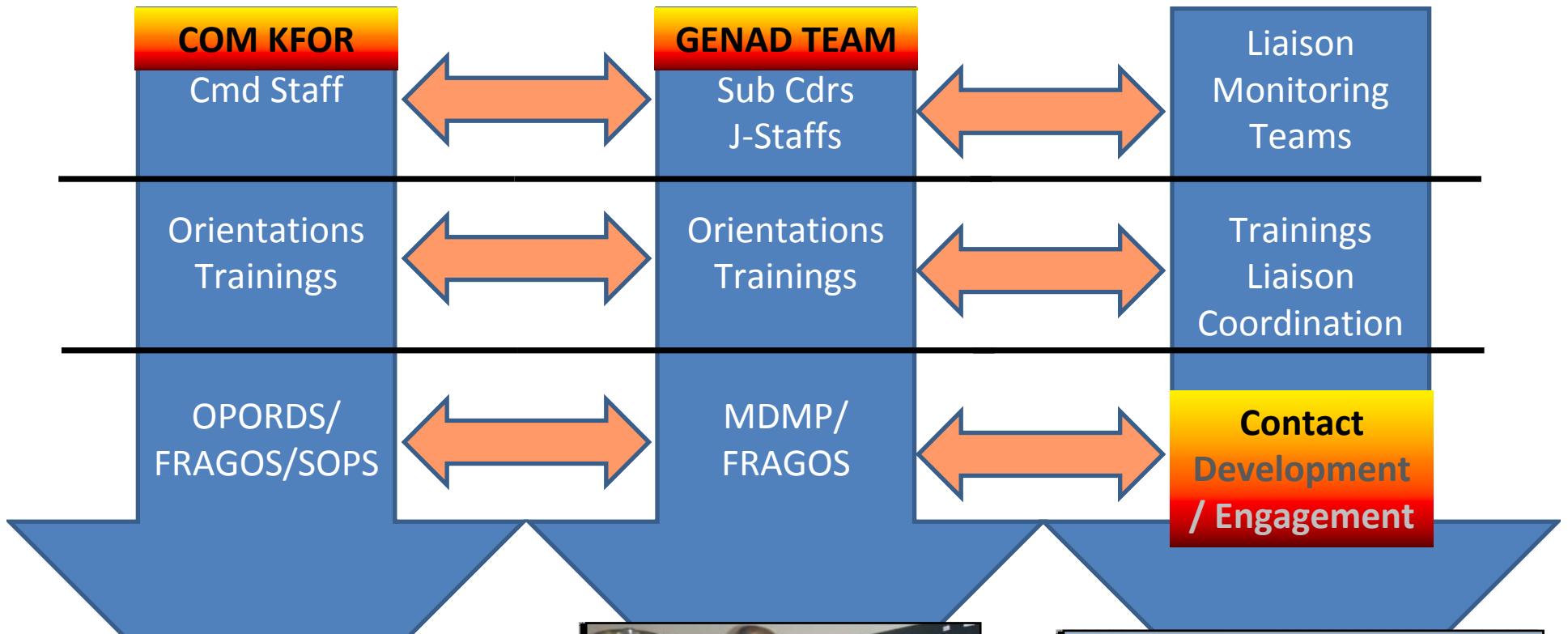
# Command Guidance

- Within 3 months of GENAD's deployment, new Command Group (COM KFOR, Dep Cdr, COS) arrived
- Reviewed operations and developed plan based on operational needs
- Briefed COM KFOR on implementation of plan
- COM KFOR's priority of effort is with Serbian population in the north



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# EXECUTIVE      OPERATIONAL      TACTICAL





# Contact Development/Engagement





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# Internal Accomplishments



## EXECUTIVE

1. Training Program at Executive, Operational and Tactical levels
2. Creating a Gender Team (unofficial to date)

## OPERATIONAL

3. GENAD Included in Report Distribution
4. GENAD Included in Communication Development

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# Internal Accomplishments

## 1. Training Program at Executive, Operational and Tactical levels

- Executive: Commander, Chief of Staff, J Heads
  - Operational: subordinate commands, J-2, 3, 5
  - Tactical: Liaison Monitoring Teams, sub staffs
- Results: Awareness of Gender & its impact on operations, Gender embedded in FRAGOs
- Keys to Success:
- Make Gender part of day to day ops
  - Cmd Emphasis





# Internal Accomplishments

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## 2. Creating a Gender Team (unofficial to date)

- Results:
    - Increased capability of office
    - Provided a male perspective
    - Having a man gave credibility during trainings
  - Keys to Success:
    - Make sure to have complimentary skills
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# Internal Accomplishments

## 3. GENAD Included in Report Distribution

- GENAD was not included in distribution of reports
  - I write a report after each of my meetings and send them to relevant branches
  - Because of this, they now provide me with copies of their reports
  - COM KFOR often returns my reports with comments
  - I also post my reports on the internal network in a searchable format
- Keys to Success:
  - Ensuring Commanders and relevant branches are copied



# Internal Accomplishments

## 4. GENAD Included in Communication Development

- GENAD is now a member of the Communication Development Working Group that synchronizes KFOR's communications in Kosovo
- Result:
  - Gender is now embedded in KFOR's communication strategy
  - A Gender Perspective is considered in KFOR's key messages and talking points





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# External Accomplishments



## OPERATIONAL

1. Developing Gender Awareness in the Kosovo Security Force (KSF)
2. Developing Relationships between KFOR and the Kosovo Populace

## TACTICAL

3. Liaison for Mother Superior
4. Income Raising Event for Women's Organization

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# External Accomplishments

## 1. Developing Gender Awareness in the Kosovo Security Force (KSF)

- Part of job mandate was to train KSF in Gender
- Results:
  - Seminar in cooperation with NATO HQs Sarajevo
  - KSF developing their own Gender program
- Keys to Success:
  - Cmd support (COM KFOR and MCAD Cdr)



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# External Accomplishments

## 2. Developing Relationships between KFOR and the Kosovo Populace

- Results:
  - Currently have more contacts than I can meet
  - Organized International Women's Day Event, bringing together organizations KFOR may work with
- Keys to Success:
  - Prioritize contacts based on mission
  - Ask each contact for additional contacts





# External Accomplishments

## 3. Liaison for Mother Superior:

- Background: Unfixing a monastery with a very reluctant Mother Superior
- Results:
  - Increased cooperation among parties
  - Buy in of Cmd, Kosovo Police, Battle Group, Liaison Monitoring Team, OSCE
  - Official tasking from COM KFOR
- Keys to Success:
  - Framed as operational
  - Cmd directed





# External Accomplishments



## 4. Income Raising Event for Women's Organization

- GENAD found an organization that provides income opportunities for women
  - The organization has a store that sells handmade rugs and textiles
  - Held a sale of their products at the US camp
- Result:
  - Raised enough money to pay rent for 4 months
  - Increased goodwill between KFOR and local population
  - Increased number of contacts for KFOR



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# Upcoming Projects

## 1. COM KFOR Meeting with Medica Kosova

- Medica Kosova provides counseling and support to women traumatized by the war
- They operate across cultures in Kosovo
- As part of COM KFOR's municipality visit, he will meet with Medica Kosova

### ➤ **Goals:**

- Outreach to victims of war and emphasis on KFOR's peacekeeping role
- Deepening our understanding of the impacts of war



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# Upcoming Projects

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## 2. Training of KFOR soldiers by Medica Kosova

- Medica Kosova will provide training to incoming KFOR soldiers on the impact of military operations on women traumatized by the war

### ➤ Goals:

- KFOR will learn methods to conduct operations without retraumatizing victims

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# Upcoming Projects

## 3. Train the Trainer Program

- Due to frequent rotations, there are too many subordinate units to train
- I will use GFPs in arriving units to conduct Gender Awareness Training
- I will continue to conduct training for prioritized units

### ➤ Goals:

- Increase awareness of Gender in KFOR
- Continue to keep my focus on COM KFOR's intent





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# Upcoming Projects

## 4. Training Intelligence and Security Department and Department of Operations and Training at KSF

- I will train KSF on:
  - The operational impact of Gender
  - How to incorporate Gender in intelligence operations and training
- Goals:
  - Create an awareness of Gender's importance in operations

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# GENDER STRUCTURE



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# Way Ahead



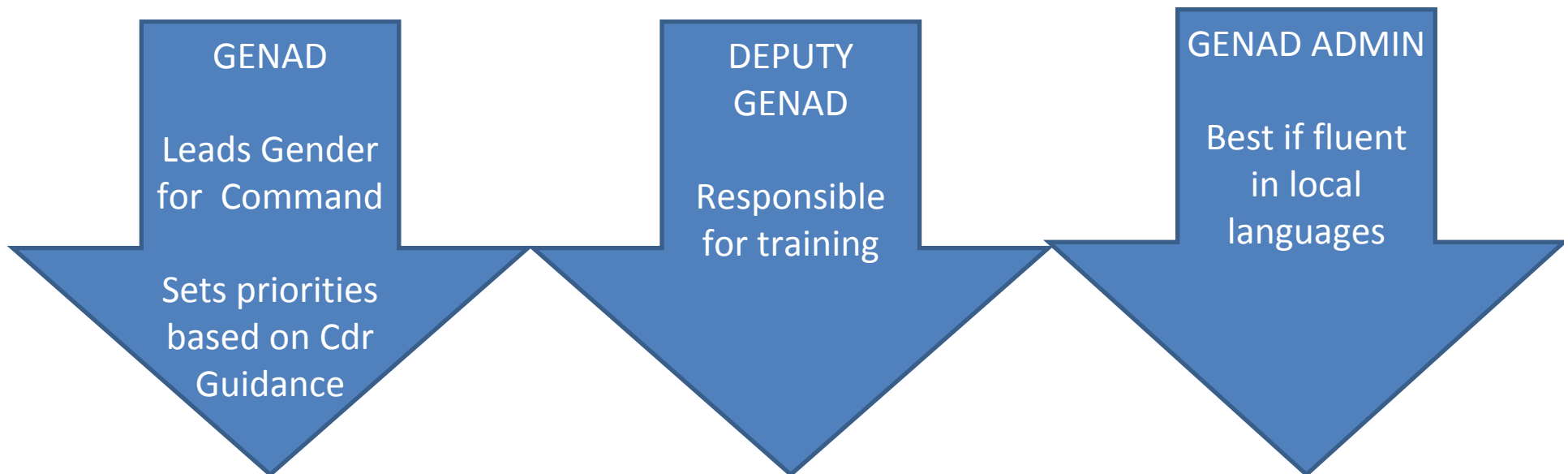
- In the current CE the GENAD is listed as part of the COM's office, not as a separate office as other advisors' offices are. GENAD needs to be listed as a separate office reporting directly to COM KFOR.
  
- Establish a Gender Advisor Team
  - GENAD
  - Deputy GENAD
  - Admin/Interpreter

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# Gender Team Concept

- Realized the need for a male perspective on issues and in training (most soldiers are male)
- Lucky to identify a potential candidate early
  - Operational / Training background
  - Former Company Commander





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# Gender Team Concept



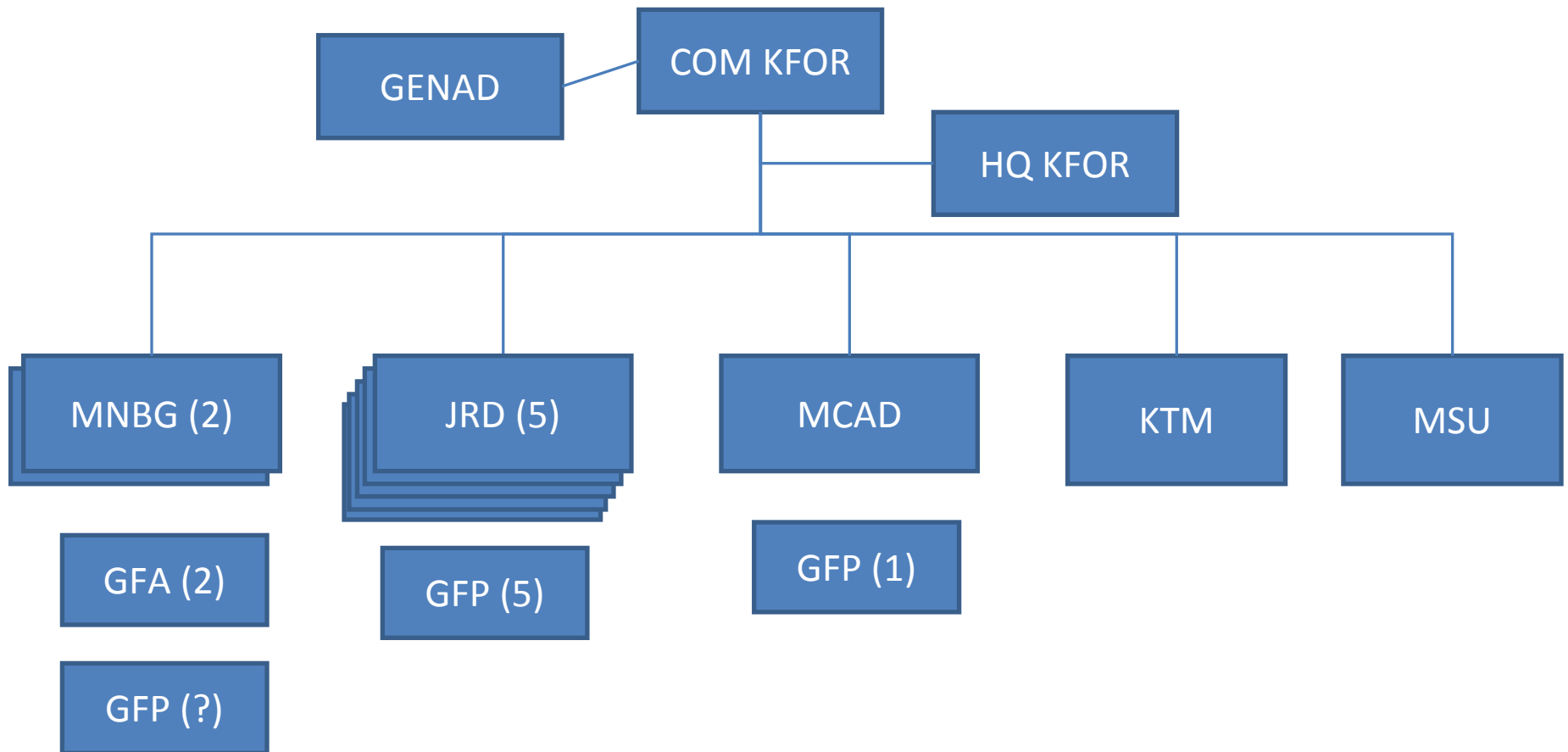
## Impact of failure

- GENAD cannot fulfill its primary tasks of providing the command with situational awareness
- GENAD will be unable to properly conduct in depth outreach within the communities
- There will be a significant delay in each successive GENAD becoming fully operational

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# Gender Structure





# Things to Avoid

## ➤ Original position

- Reported to COS, not COM KFOR, as other Cmd Advisor positions
- Office physically located between J-1 and CPO
- Not allowed freedom of movement (Force Protection Exemption Card)
- Did not have access to petty cash

## ➤ Perception of being EO, etc

- After 1st briefing, it was clear that we had to brief what the GENAD did **NOT** do



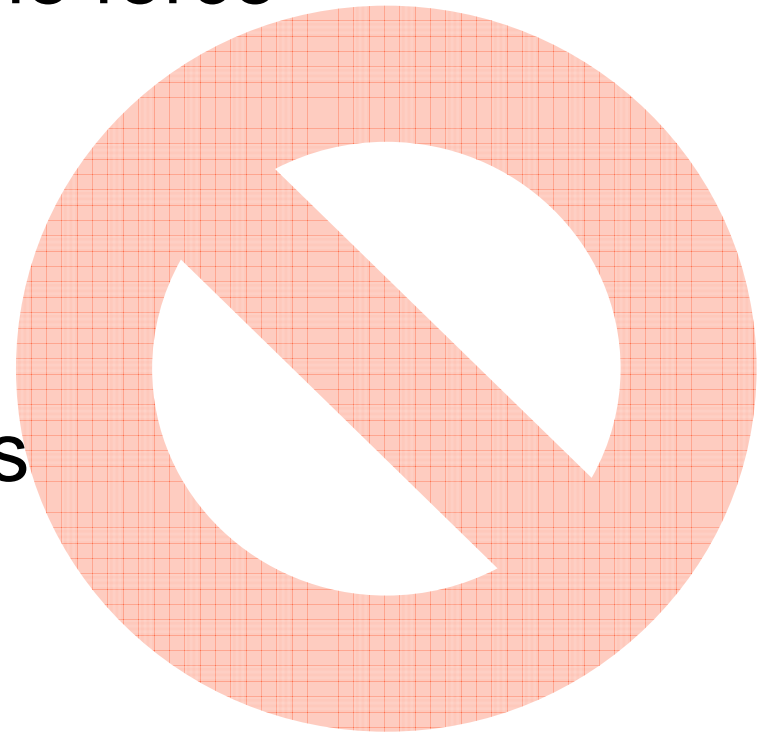
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# NO !

## The Gender Advisor is **NOT** responsible for:

- Internal relations within the force
- Internal equality matters
- Disciplinary issues
- Sexual harassment
- Equal opportunity matters
- Gender police
- Women's rights activist



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# Challenges Revisited

CHALLENGES	SOLUTIONS
Frequent Rotations	Prioritize training on COM's guidance, understand you will not reach everyone
Unfamiliarity with Concept	Highlight benefits of incorporating Gender
Need to Get Acceptance/Endorsement	Highlight benefits of incorporating Gender
Varying Language Abilities	Write and present in simple language, don't speak too fast. Give in team's language, if possible
Misperception of terminology "GENDER"	Reinforce, reinforce, reinforce. Don't take jokes too seriously, if they are talking about it, it is good.
Reported to COS not Cdr	Explain that the position is the COM's GENAD and request change to reporting chain
Limited interaction with higher HQs	Sell your work to higher HQs, don't expect them to know what you are getting done



# Challenges Revisited

CHALLENGES	SOLUTIONS
Seen as additional duty	Highlight it is a different way to do things, not additional work
Insufficient FPEC	Explained the benefits of meeting with contacts unescorted and in civilian clothes (when appropriate)
Not on invite list to any meetings	Tactfully got invited, showed interest, briefed branches on what I could contribute
Keeping in touch at tactical level	Difficult to maintain both executive and tactical focus without additional staff, GFPs
No backup if GENAD is out	No solution without additional staffing, GFPs a temporary fix
Female soldiers can be reluctant	Have a man give some of the presentations
Local contacts/media misperception	Be prepared for questions, misperceptions. Be honest in your responsibilities



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# COM KFOR's Assessment

„In peace support operations, like that of KFOR, the center of gravity usually lies with the population. It is mission essential to properly address properly the one half of this population (women) , to understand them and to encourage their support.“

„Even in male dominated societies, women not only carry the everyday burdens of daily life, but often also appear to be leaders of grassroots national NGOs, acting for the benefit of the average people. Their influence on the mood and attitude of the latter should therefore not be underestimated.“



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# QUESTIONS?



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