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**NORTH ATLANTIC TREATY ORGANISATION**



**Supreme Allied Commander, Europe  
7010 SHAPE  
Belgium**

**Supreme Allied Commander, Transformation  
Norfolk, Virginia 23551-2490  
United States of America**

## **Bi-SC DIRECTIVE 40-1**

# **INTEGRATING UNSCR 1325 AND GENDER PERSPECTIVES IN THE NATO COMMAND STRUCTURE INCLUDING MEASURES FOR PROTECTION DURING ARMED CONFLICT**

# **SEPTEMBER 2009**

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COMMAND STRUCTURE INCLUDING MEASURES FOR PROTECTION DURING  
ARMED CONFLICT**

- Status.** Director, International Military Staff tasked the Strategic Commands (SC), with Allied Command Operations (ACO) in the lead, to draft Bi-SC guidelines on implementing United Nations Security Council Resolution (UNSCR) 1325. This proposed Bi-SC Directive has been briefed to the Military Committee on 03 March 2009 and the Euro-Atlantic Partnership Council on 11 March 2009. Applicable revisions have been incorporated.
- Purpose.** This Bi-SC directive implements within NATO military organisations the policies contained in the UNSCR 1325 on women, peace and security of 31 October 2000. The guidance contained in this directive augments national action plans that may already be in existence and is to be used as part of the education and training programmes described in Bi-SC Directive 75-2, Education, Training, Exercise, and Evaluation Directive (Bi-SC ETEED), dated 12 December 2006. To further interoperability, this directive is consistent with current standards and action plans for international military forces organised and directed by the United Nations Department of Peacekeeping (DPKO) and the European Union (EU).
- Applicability.** This directive is applicable to all International Military Headquarters, or any other organisation operating within the ACO and Allied Command Transformation (ACT) chains of command. Hereinafter, reference to "ACO" should be interpreted to include reference to all constituent elements of ACO, and "ACT" should be interpreted to include reference to all constituent elements of ACT. This directive further applies to all NATO establishments that deploy personnel in support of North Atlantic Council (NAC) approved Operations and missions, taking into account that any official travel into theatre in direct support of the operation or mission, regardless of the duration, is considered deployment.
- Supplementation.** Supplementation is not authorised. Any NATO Body wishing to modify or amplify this directive is to notify the lead proponent at SHAPE.

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5. **Publication Updates.** Updates are authorised when approved by Chief of Staff (COS) SHAPE and COS HQ SACT.
6. **Proponent.** The proponent of this directive is SHAPE J1 HRX.

FOR THE SUPREME ALLIED COMMANDERS, EUROPE AND TRANSFORMATION:



Karl-Heinz Lather  
General, DEU A  
Chief of Staff



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For Chief of Staff

**TABLE OF CONTENTS**

	<b>PAGE</b>
<b>CHAPTER 1 – INTRODUCTION</b>	<b>1-1</b>
<b>KEY CONCEPTS</b>	<b>1-2</b>
<b>MANNING PRINCIPLES (MILITARY AND CIVILIAN)</b>	<b>1-3</b>
<b>EDUCATION AND TRAINING</b>	<b>1-3</b>
<b>GENDER ADVISOR</b>	<b>1-4</b>
<b>REPORTING (PEACETIME WORK ENVIRONMENT)</b>	<b>1-6</b>
<b>CHAPTER 2 - NATO STANDARDS OF BEHAVIOUR FOR OPERATIONS AND MISSIONS</b>	<b>2-1</b>
<b>CHAPTER 3 - MEASURES FOR THE PROTECTION OF WOMEN AND GIRLS IN ARMED CONFLICT</b>	<b>3-1</b>
<b>OPERATIONAL CONCEPTS</b>	<b>3-1</b>
<b>OPERATIONAL PLANNING, EXECUTION AND EVALUATION</b>	<b>3-1</b>
<b>REPORTING (DEPLOYED / OPERATIONAL ENVIRONMENT)</b>	<b>3-2</b>
<b>ANNEXES:</b>	
<b>A. Glossary of Terms and Definitions</b>	
<b>B. List of References and Related Documents</b>	
<b>C. Operational Planning Checklist</b>	

Bi-SCD 40-1

## CHAPTER 1

### INTRODUCTION

1-1. This Bi-Strategic Command (Bi-SC) directive is provided to the military organisations and forces in the NATO Command Structure (NCS) to implement United Nations Security Council Resolution (UNSCR) 1325 to afford the Alliance and NATO-led missions and operations the advantage of including female perspectives NATO, encouraging a policy of gender mainstreaming and protecting women and girls during armed conflict. This guideline specifically focuses on women and girls, but also recognises that the protection of all children is an obligation that all members of NATO and its partners are committed to by UNSCR 1261 and 1314 on Children and Armed Conflict, UNSCR 1674 on the Protection of Civilians in Armed Conflict, UNSCR 1820 on Women, Peace and Security, the 1949 Geneva Convention Relative to the Protection of Civilian Persons in Time of War and Article 77 of the 1977 Additional Protocol Relating to the Protection of Victims of International Armed Conflicts (Protocol I).

1-2. Today's conflicts not only call for military responses, but need 'greater capacity' to bring all necessary civilian resources to bear in crisis and post-crisis situations. Only an organisation that truly respects and fully embraces the diversity of backgrounds, skills and experience of its members can operate effectively in a complex security environment. This policy permits women and men to benefit equally from opportunities and responsibilities. The complementary skills of both male and female personnel are essential to the effectiveness of NATO operations, especially in light of the increasing complexity of civil-military interaction, public relations, and intelligence gathering. NATO's operational effectiveness includes making a contribution to sustainable and lasting peace, within which gender equality is a key factor. This directive provides a strategy for including equally the concerns of both genders and experiences as an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes, not as a separate issue, but in a manner which permeates all activity.

1-3. Through the uniform implementation of this directive, gender mainstreaming should become routine with full regard to operational requirements in order to improve operational effectiveness. Gender mainstreaming in this context represents the process to recognise and incorporate the role gender plays in relation to NATO's various operational missions. Gender mainstreaming does not focus solely on women, but the benefits of mainstreaming practices recognise their disadvantaged position in various communities. Women should also be seen as actors to ensure a sustainable peace, and should be involved in all stages of crisis or conflict.

1-4. Because of the importance of women in the military forces of the Alliance and the influence they can have in all stages of conflict or crisis, this directive seeks to more fully incorporate their perspectives to enhance the effectiveness of NATO-led operations and missions in order to ensure Alliance success. Realising that gender

Bi-SCD 40-1

dimensions are an important component of such efforts, this directive seeks to mainstream gender issues in all phases of NATO's military activities, ensuring gender awareness throughout the chain of command; integrating gender dimensions in an operational context will be seen as a force multiplier.

1-5. Consistent with the key concepts listed below, requests to nations by NATO during force generation and manning conferences will call for gender mainstreaming in operations and missions in keeping with the policies described in UNSCR 1325. Accordingly, calls for contributions may request specific needs for qualified Gender Advisors.

1-6. This directive includes Standards of Behaviour expected of NATO-led forces during operations, missions or exercises. It establishes the role of Gender Advisor to provide specific advice and operational support on gender dimensions to the Commander and staffs of NATO military organisations.

1-7. Finally, this directive recognises both males and females (women and girls) are impacted negatively during conflict. However, to integrate UNSCR 1325, this directive addresses measures NATO forces will undertake in the planning and conduct of NATO-led operations and missions to protect women and girls. These measures are applicable during and after conflicts as part of NATO's wider policy objectives of enhancing security and stability. The Alliance recognises that women and girls are potentially more vulnerable than males to certain risks that occur in conflict situations and/or in the temporary presence of military forces (whether hostile, neutral or friendly) in their environment. These risks range from condoned cultural behaviours, mild sexual harassment, to extreme sexual assault and exploitation; historically, these vulnerabilities have been exploited deliberately to exert influence. Consequently, as this directive mandates, NATO-led commanders and forces must not accept, condone, facilitate or commit acts of exploitation against women and girls, and will strive to prevent them within their sanctioned power and authority.

**1-8. Key Concepts**

- a. Strive for a representative workforce and expand the roles of women in operations and missions at all levels.
- b. Consider and integrate needs of females during planning (e.g. medical requirements, supplies, facility accommodations, etc).
- c. Provide training materials to all staff (in garrison and deployed) on (1) the protection, rights, and needs of women and girls; (2) the importance of involving women in operations and missions; and (3) cultural awareness in deployment and national training programmes that provide specific and appropriately detailed understanding of the gender context in the area of operations.

Bi-SCD 40-1

- d. Endeavour to increase representation of women throughout the NCS and Crisis Establishments.
- e. NATO pre-deployment training education and training programmes will include, measures to respect international law regarding the rights and protection of women and girls, especially as civilians, during armed conflicts as well as NATO Standards of Behaviour. National programmes are strongly encouraged to incorporate the subjects above.
- f. Ensure adherence to NATO Standards of Behaviour.
- g. Gender advisors will share and exchange information that advance gender perspectives with other international organisations such as the United Nations (UN), the Organisation for Security Cooperation in Europe (OSCE), EU, International Red Cross (IRC) and Non-Governmental Organisations (NGOs). Provide significant best practice and areas of concern to the appropriate HQs, the NATO Committee on Gender Perspectives, as well as the Joint Analysis and Lessons Learned Centre.
- h. For given operations, analyse measures available to protect against gender based violence, particularly rape and other forms of sexual abuse and violence in situations of armed conflict.

**1-9. Manning Principles (military and civilian)**

- a. In conjunction with national representatives and HQ civilian personnel managers, strive for a representative workforce.
- b. Establish Gender Advisor roles in Peacetime Establishments (dual hatted personnel) and Crisis Establishments posts to provide expertise on UNSCR 1325, women and gender perspectives, and cultural awareness. This chapter provides an overview of the role and responsibilities for gender advisors. These roles and responsibilities are not all inclusive, and may be amended by commanders to account for specific circumstances inherent in their areas of responsibility.
- c. As an interim measure, request nations provide voluntary national contributions (VNC) with gender expertise to act as Gender Advisors.
- d. Ensure civilian personnel recruitment and selection processes comply with equal opportunity mandates within the NATO Civilian Personnel Regulations.
- e. Where available and feasible, include Gender Advisors as observers on selection boards for recruiting civilians.

Bi-SCD 40-1

1-10. **Education and training.** As identified in Bi-SCD 75-2, Education, Training, Exercise and Evaluation, an active education, training, exercise, and evaluation programme will improve awareness of women's perspectives and advance gender mainstreaming in NATO's military organisations. This programme will complement existing national action plans and directly link the policies contained in this directive to specific actions during peacetime as well as the NATO Operational Planning Process. To this end, the following are the minimum responsibilities to comply with this directive.

- a. At all levels of the NCS include integration of UNSCR 1325 and gender dimensions in education and training programmes. Incorporate training into courses at the NATO school, induction, mission and national training programmes. Review education and training programmes during normal course reviews to incorporate the most current related information and trends.
- b. Include UNSCR 1325 and gender dimensions in training for use in garrison and at deployed locations during operations, missions and exercises. Training should include gender and culture awareness, UNSCR 1325 and UNSCR 1820 overviews, as well as emphasis of zero tolerance for breaches of the NATO Standards of Behaviour for operations (Chapter 2 of this document), abuse and misconduct. For NATO led operations, pre-deployment military training is the responsibility of troop contributing nations; to aid in standardisation, it is requested this training include the subjects listed above. Civilians being deployed will receive appropriate training through ACT's standardised and accredited pre-deployment training system.
- c. Use a trained Gender Advisor to assist commanders and staff in planning and conducting training on UNSCR 1325 and gender dimensions at all levels of the NCS.
- d. Regularly disseminate related information (e.g. studies, lessons learned) and training materials to staffs (military and civilian). Hold seminars and invite experts to provide informative lectures on associated topics.
- e. Monitor, review and analyse the effectiveness of UNSCR 1325, gender dimensions and cultural awareness training programmes (in garrison and deployed). Provide feedback via SACEUR and ACT annual reports and management plans if feasible.

1-11. **Gender Advisor.** To ensure integration and a common understanding of UNSCR 1325 and gender dimensions, a Gender Advisor (dual-hatted personnel) should be designated at static HQs, and those HQs involved in NATO areas of operations, missions and exercises. With reference to operations and exercises, early in the planning process, commanders should use available personnel (specific requests may be made for expertise during crisis establishment and force generation conferences), to appoint a Gender Advisor. Gender Advisor's, whether posted at static or deployed HQs, roles and responsibilities will include the following. This list is



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Bi-SCD 40-1

not all inclusive and may be amended to account for specific HQ, operational or exercise requirements.

- a. Directly support commanders in planning, conduct and evaluation of operations by integrating gender dimensions and UNSCR 1325 awareness into the operational processes and procedures.
- b. Report to commander via chain of command.
- c. Provide advice on information and guidelines related to UNSCR 1325 gender perspectives.
- d. Support J1 in maintaining an up-to-date overview of the number and positions of women deployed on NATO operations and missions.
- e. Establish and oversee a system of gender awareness education and training programmes (in garrison and deployed).
- f. Proactively establish and maintain contacts with the NATO Committee on Gender Perspectives (NCGP) and other international organisations such as the UN, the OSCE, EU, ICRC and NGOs, as well as local and international women's organisations to facilitate sharing of information during peacetime, crisis operations and during exercises.
- g. Provide input to force generation and manning conferences, operational updates, staff meetings, periodic and final mission reviews with regard to issues related to UNSCR 1325 and gender perspectives.
- h. Provide commanders and operational planners' gender and UNSCR 1325 assessments (e.g. cultural issues which may impact operations effectiveness, intelligence, etc) in areas of operation, and include this analysis during in-theatre training and education programmes.
- i. Support the commander, J1 and LEGAD in any inquiry or investigation initiated by the commander concerning a breach of NATO Standards of Behaviour, or an allegation of violence rape or other forms of sexual abuse.

1-12. As an integral part of an HQ or deployed commander's staff, Gender Advisors must cultivate relationships and liaise with all elements of staff and / or command to facilitate integration of UNSCR 1325 and gender perspectives. The following suggestions are areas where Gender Advisors should focus their liaison and support efforts; this list is not all inclusive:

- a. J1: Advise on gender dimension policy, standards of conduct, recruitment, in garrison / deployed training.

Bi-SCD 40-1

- b. J2 and J9: Highlight gender issues which may impact intelligence collection / production and Civil Military Cooperation (CIMIC) activities.
- c. J3 and J5: Provide assessments (e.g. local cultural sensitivities with regard to women and gender) and analysis, which may support the operational planning process.
- d. J4: Advise on related medical and logistics aspects.
- e. J7: Provide guidance with reference to embedding UNSCR 1325 and gender awareness scenarios into exercises.

**1-13. Reporting (Peacetime work environment).** Given the multicultural environment of the Alliance, every person must appreciate the perspectives of and respect each other. Accordingly, disrespect and a lack of professionalism are unacceptable and can adversely impact morale. As such, for the regular activities of the International Military Headquarters of the Alliance, Heads of NATO Bodies subordinate to ACO and ACT in the NCS are directed to implement procedures in accordance with either SHAPE Directive 50-9 or the ACT Code of Conduct and ACT Directive 40-1 to address harassment and discrimination. These documents detail the informal and formal mechanisms in place to aid individuals in resolving their complaints. If a NATO staff member believes they have been harassed and/or discriminated against, they are to follow the procedures outlined in line with the respective directive for their command. Actions to investigate and resolve confirmed breaches of the NATO Standards of Behaviour during deployments and operations are described in Chapter 3.

BI-SCD 40-1

## CHAPTER 2

### NATO STANDARDS OF BEHAVIOUR FOR OPERATIONS AND MISSIONS

2-1. Given the diversity of Alliance nations, it is recognised that personnel involved in NATO operations and missions come from varying cultures and legal systems and undergo different levels of education and training.

2-2. Nonetheless, in our international organisation and multicultural environment, every person must be aware of and respect the sensitivities of others, thereby contributing to the creation of an environment where mutual respect and consideration are the norm. Behaviour that undermines this or violates the fundamental rights, personal dignity and the integrity of individuals has a negative effect on NATO's mission and is therefore unacceptable.

2-3. During NATO-led operations and missions all personnel representing NATO shall uphold the highest standards of personal and professional behaviour. Maintaining the highest personal and professional standards is crucial to fostering confidence and trust in NATO forces.

2-4. This chapter provides Standards of Behaviour for all NATO personnel (military and civilian) and those under NATO authority during operations and missions. These standards refer to individuals conduct on and off-duty. They provide commanders the means to consistently enforce good order and discipline among NATO forces and personnel; these standards are not intended to replace or restrict national policies, but are provided to depict the standards of professionalism and the high expectations Alliance and partner nations have for the performance of NATO personnel. NATO commanders must ensure all personnel are briefed on the following Standards of Behaviour.

2-5. **As representatives of NATO we will:**

- a. Conduct ourselves in a professional and disciplined manner, at all times.
- b. Display the highest levels of integrity, dignity, and respect.
- c. Respect the local laws, customs and practice through awareness and respect for the culture, religion, traditions and gender issues.
- d. Adhere to the procedures and rules of engagement set out by our chain of command.
- e. Not bring discredit upon NATO through improper personal conduct, failure to perform duties or abuse of our positions.
- f. Not commit any illegal act of unnecessary violence or threat to anyone in custody.

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BI-SCD 40-1

- g. Not commit any illegal act that could result in physical, sexual or psychological harm or suffering, especially related to women and children.
- h. Not abuse alcohol, use or traffic drugs.
- i. Be respectful of the local population.
- j. Have pride in our position as a representative of NATO and never abuse or misuse your authority.
- k. Not condone or participate in activities which support human trafficking, including prostitution.
- l. Respect the environment of the host country.

BI-SCD 40-1

## CHAPTER 3

### MEASURES FOR THE PROTECTION OF WOMEN AND GIRLS IN ARMED CONFLICT

3-1. **Operational Concepts.** Thorough planning and preparation for NATO, operations and missions are crucial steps for effective mission accomplishment. Integrating UNSCR1325 and gender dimensions is imperative when developing strategies to address the full spectrum of crisis management scenarios. The Alliance recognises that female perspectives, insights and skills add value across all its activities, and will pursue all practical measures to optimise this integration. Measures include training, administrative and logistical facilitation, incorporation of qualified Gender Advisors, are all crucial factors to enhancing NATO's planning and preparation. During NATO operations, it is important to obtain a clear understanding of the local culture including gender dimensions, and to take measures to promote gender equality relevant to the operation. NATO-led forces must understand the cultural context within which they are operating and not simply apply their own cultural norms. Lessons learned indicate that a force mix that is representative in gender enhances the sharing of information, knowledge, intelligence, and is instrumental in garnering trust and credibility.

3-2. Planning, execution and evaluation of NATO-led operations and missions must focus on the responsibilities listed below during all stages of the NATO operational planning process from strategic planning to re-deployment of forces.

#### 3-3. **Operational Planning, Execution and Evaluation**

a. Utilise Gender Advisors expertise early in the planning process to ensure the full integration of UNSCR 1325 and gender perspectives in the conduct of operations and missions. Annex C provides a checklist to facilitate these considerations during the NATO Operational Planning Process.

b. Use Gender Advisors to provide expertise to planners and commanders on 1325, gender dimensions based on a gender analysis specific to areas of operation. During force generation and CE manning conferences, specify Gender Advisors' requirements.

c. Provide mission-specific training and information handouts/brochures on gender-related issues. Incorporate lessons learned from NATO, EU, UN operations and missions, in addition to information from international women's and non-governmental organisations.

d. Analyse for a given operation whether procedures should be implemented (e.g. rules of engagement) to protect civilians with specific consideration given to women and girls, from violence, rape and other forms of sexual abuse in order to comply with UNSCR 1325.

BI-SCD 40-1

- e. OPLANs for NATO led operations and missions shall include an annex depicting the NATO Standards of Behaviour in Chapter 2.
- f. Ensure all personnel contributing to a NATO-led operation or mission are aware of, and comply with the NATO Standards of Behaviour. Operational commanders have authority to establish stricter rules and tailor their guidance to best meet the specific operation or mission.
- g. Ensure personnel are aware of their responsibility to report through the chain of command any allegations and incidents of harm to civilians. This should be with specific consideration given to the protection of females, from violence, rape and other forms of sexual abuse, as well as breaches to NATO Standards of Behaviour.
- h. Where appropriate in a cultural context, include women from NATO-led forces in activities that involve contact with local populations. Such activities may include CIMIC, investigations, information operations, public affairs and relations. (List is not all-inclusive)
- i. In accordance with OPLAN requirements and Bi-SC Directive 75-2, Education, Training, Exercise and Evaluation, include statements in final mission reviews with regard to how females' perspectives and gender dimensions were integrated as well as any lessons learned.

**3-4. Reporting (Deployed / Operational Environment)**

- a. When allegations are made or incidents occur that breach the NATO Standards of Behaviour (See Chapter 2), or involve harm to civilians, with specific consideration given to females, from violence, rape and other forms of sexual abuse, NATO force commanders will appoint an investigation officer to conduct a fact-finding / preliminary inquiry within 72 hours of notice. The disciplinary procedures outlined within NATO Civilian Personnel Regulations and ACO Directive 50-11 (Deployment of NATO Civilians) shall apply in a case involving NATO Civilian personnel. Results will be reported through the chain of command up to the SHAPE Strategic Direction Centre for inclusion in the daily operational report to the SHAPE Command Group.
- b. If the allegation or incident is unfounded the inquiry will be closed
- c. If the allegation or incident has merit, the force commander will forward to the appropriate national authority<sup>1</sup> the results of the preliminary inquiry for appropriate disciplinary actions. The NATO commander and national authorities should work closely to ensure proper resolution. Final disposition should be reported in parallel through national and NATO chains of command.

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<sup>1</sup> Appropriate deployed headquarters J1 in the case of a NATO civilian

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**BI-SCD 40-1**

d. Appropriate J1, Provost Marshal, LEGAD, POLAD, and PAO personnel will work in close coordination while investigating or responding to the allegation or incident.

## GLOSSARY OF TERMS AND DEFINITIONS

1. The purpose of this glossary is to group together the most frequently used terms and definitions pertaining to legal support to clarify concepts.
2. **Gender.** The term "gender" refers to the social differences and social relations between women and men. The term gender therefore goes beyond merely the sex of the individual, to include the way relationships are socially constructed. A person's gender is learned through socialisation and is heavily influenced by the culture of the society concerned. The gender of a person may result in different roles, responsibilities, opportunities, needs and constraints for women, men, girls and boys.
3. **Gender equality.** Gender equality means equal rights, responsibilities and opportunities of women and men, and girls and boys. Equality does not mean that women and men will become the same, but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration.
4. **Gender mainstreaming.** Refers to the process (a method) of assessing the implications for women and men of any planned action, including legislation, policies or programmes in all areas and at all levels. It is a strategy for making the concerns and experiences of women and men an integral dimension of design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. It is important to note that gender mainstreaming does not focus solely on women, although women are usually the targets and beneficiaries of mainstreaming practices due to their disadvantaged position in many communities. Gender mainstreaming and adding a gender perspective are methods of achieving gender equality.
5. **Gender perspective.** Examining each issue from the point of view of men and women to identify any differences in their needs and priorities, as well as in their abilities or potential to promote peace and reconstruction.
6. **Gender awareness training.** Training to ensure a common understanding of the role gender plays with regard to the conduct of NATO operations. These include the principles of equality between women and men and non-discrimination based on sex. In addition, training helps to understand the social context in which operations are carried out. This in turn will help participants become aware of the positive or negative impact that actions can have on the host country.
7. **Gender analysis.** Gender analysis means looking at the different roles and activities that women and men, girls and boys may have in a particular society and the



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BI-SCD 40-1

social relationships between them. Gender analysis asks, "Who does what?" "Who makes decisions?" "Who derives the benefits?" "Who uses resources such as land or credit?" "Who controls these resources?" and "What other factors influence relationships?" Examining these aspects of a society reveals the differences in the experiences of women and men, girls and boys and the differences in their needs.

A-2

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## LIST OF REFERENCES AND RELATED DOCUMENTS

- A. United Nations Security Council Resolution 1325, 31 October 2000
- B. Euro-Atlantic Partnership Council Document EAPC(C)D(2007)0022, Implementing UNSCR 1325 on Women, Peace, and Security, 10 December 2007
- C. NATO Policy On Combating Trafficking in Human Beings, 15 May 2007
- D. 1949 Geneva Convention IV Relative to the Protection of Civilians Persons in Time of War
- E. 1977 Protocol Additional to the Geneva Conventions of 1949 and Relating to the Protections of Victims of International Armed Conflicts (Protocol I)
- F. United Nations Security Council Resolution 1261, 25 August 1999
- G. United Nations Security Council Resolution 1314, 11 August 2000
- H. United Nations Security Council Resolution 1612, 26 July 2005
- I. United Nations Security Council Resolution 1674, 28 April 2006
- J. United Nations Security Council Resolution 1820, 19 June 2008

## OTHER

- A. AAP-6(V), NATO Glossary of Terms and Definitions, September 1998
- B. ACO Guidelines for Operational Planning, July 2005
- C. Bi-SC Directive 15-3 International Agreements, 11 January 2007
- D. Committee on Women in NATO Forces (CWINF) Guidance on NATO Gender Mainstreaming, 2007
- E. SHAPE Directive 50-9, Discrimination and Harassment in the Workplace
- F. ACT Code of Conduct
- G. STANAG 2449 LO (Edition 1), Training in the Law of Armed Conflict, March 2004
- H. ACT Directive 40-1, ACT Standards of Personal Conduct
- I. NCSA Directive 40-7 Standards of conduct
- J. NATO Lessons Learned Policy, 31 October 2008
- K. Bi-SC Directive 80-6, Lessons Learned, 23 July 2007

**OPERATIONAL PLANNING CHECKLIST**

This checklist is designed as a framework / template for NATO operational planners and force commanders to utilise when planning and conducting NATO led operations and missions. As a planning tool, this checklist is not all inclusive and may be tailored for specific operations and missions.

**Advance planning / situational analysis**

POC	Action	Status / Planned Action
Planning cell	Do we have appropriate personnel with gender expertise involved in advance planning? (i.e. Gender Advisor)	
	Is the Gender Advisor liaising with other organisations such as UN, EU, NGOs who could have valuable information on local issues impacting women / gender to share on gender issues?	
	Does our situational analysis take women's perspectives and gender factors into consideration?	
	Does our situational assessment include a summary of women's perspectives and gender issues / concerns? For example, are there specific cultural issues forces should be aware of; is there evidence of gender violence / abuse, etc?	

**Operational planning**

POC	Action	Status / Planned Action
Planning cell	Do CONOPs address women / gender concerns raised during situational analysis?	
	Does the OPLAN have an annex depicting NATO Standards of Behaviour?	
	Does the OPLAN have an annex	

BI-SCD 40-1

	depicting roles and responsibilities for Gender Advisors?	
	Do we need / have specific gender expertise available during crisis establishment manning conferences?	
	Have specific medical and logistical requirements related to women been integrated into plans?	

**Manning Conferences / Force Generation**

POC	Action	Status / Planned Action
Planning cell	Do requests to nations by NATO during force generation and crisis establishment manning conferences call for gender balance in operations and missions?	
	Do calls for forces indicate specific needs / requirements related to women (e.g. medical, logistics, and facilities)?	

**Conduct of Operation / Mission**

POC	Action	Status / Planned Action
Force Commander	Has a Gender Advisor been identified and appointed?	
	Does the Gender Advisor attend staff meetings and provide input on related issues, update on training, etc?	
	Is staff (all ranks and levels of command) familiar with provisions in OPLAN, situation analysis assessment with regard to women's and gender issues?	
	Have staff and assigned forces received pre-deployment and in-theatre training on UNSCR 1325, gender perspectives and cultural awareness?	
	Have staff and assigned forces	

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BI-SCD 40-1

	been briefed on and received a copy of the NATO Standards of Behaviour?	
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**Reporting**

POC	Action	Status / Planned Action
Force Commander	Are all members aware of their responsibility to identify and report any violations of the NATO Standards of Behaviour; with special emphasis on those impacting females?	
	Are procedures in place to expeditiously respond to allegations / incidents of breaches to NATO Standards of Behaviour?	
	Is the staff aware of reporting procedures for allegations / incidents through chain of command and national systems?	
	Are national representatives present in area of responsibility (AOR) aware of NATO standards and reporting procedures?	
	Are women's perspectives and gender mainstreaming issues incorporated into operational updates, periodic and final mission reports, as well as in lessons learned?	