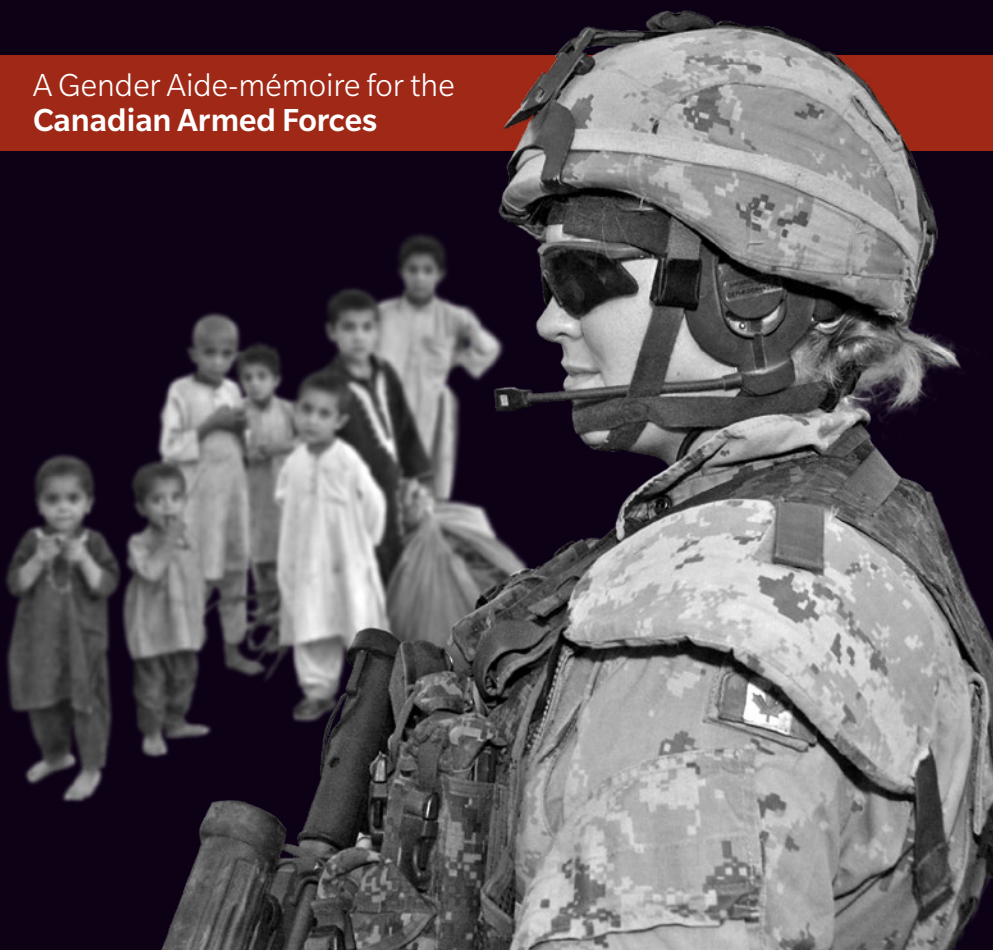


INTEGRATING GENDER PERSPECTIVES IN OPERATIONS

A Gender Aide-mémoire for the
Canadian Armed Forces



National
Defence

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nationale

Canada



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NOTE FROM THE **CHIEF OF THE DEFENCE STAFF**

Members of the Canadian Armed Forces (CAF) operate in a modern conflict environment of unprecedented complexity. Our duty is to prevail in conflict in multidimensional battlespaces, all-the-while attempting to minimize the harm caused in these areas of operation.

To achieve mission success in operations, we must **understand** these conflicts—their causes, influencing factors, and the threats faced by different groups within the operational area. This level of understanding is required at every phase of an operation: from assessment, to planning, to execution. As the threats or situations evolve in response to our actions, we must continually adjust the approach.

I am issuing this *Gender Aide-mémoire* to **assist** all members of the CAF to integrate gender perspectives and the principles of Gender-based Analysis Plus (GBA+) into operations. I want to be clear that GBA+ is not only about gender—this approach can be applied to situations relating to children, fighting-age males, or any other specific group experiencing salient threats in an operational area.

These principles are critical to mission success in operations. I expect every member of the Canadian Armed Forces to consider and apply them within their duties and responsibilities.

A handwritten signature in black ink, appearing to read 'J.H. Vance', with a large, sweeping flourish extending upwards and to the left.

J.H. Vance

General

Chief of the Defence Staff

INTRODUCTION



In 2000, United Nations Security Council Resolution (UNSCR) 1325 made history as the first Security Council instrument to deal exclusively with women and girls in situations of armed conflict, acknowledging that such conflicts have a different impact on women, men, girls and boys.

In a situation of armed conflict, UNSCR 1325 specifies that nations have the responsibility to protect civilians and that these considerations must be incorporated into the planning and execution of military operations. Recognizing that armed conflicts have different impacts on women, men, girls and boys, and adapting actions accordingly, is known as applying “gender perspectives” to operations, policies and programs. It is a tool used to better understand society as a whole.

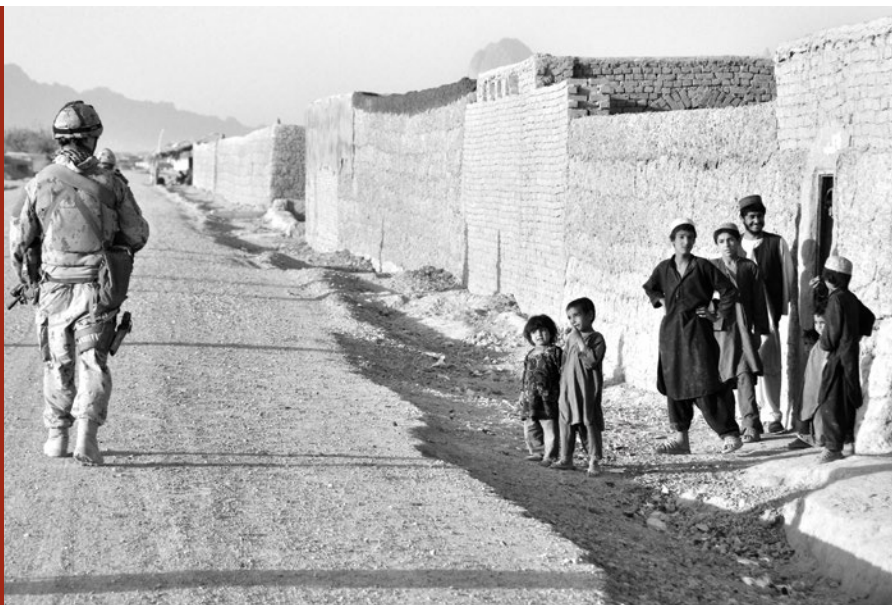
DEFINITIONS

Gender Advisor: A full-time advisor in the overall integration of gender perspectives into planning, execution and evaluation.

Gender Focal Point: A part-time advisor in the integration of gender perspectives into planning, execution and evaluation.

In January 2016, the Chief of the Defence Staff directed the CAF to fully implement the specified actions of ***Canada’s National Action Plan for the Implementation of United Nations Security Council Resolutions on Women, Peace and Security***, and to integrate the Government of Canada direction on Gender-based Analysis Plus into CAF planning and operations.

The North Atlantic Treaty Organization (NATO) has also issued policy and direction for the integration of gender perspectives into the NATO force structure and in operations. NATO's approach to implementing UNSCR 1325 and gender perspectives calls for the creation of a framework of Gender Advisors (GENAD) supported by Gender Focal Point (GFP) positions at the strategic and operational levels. The integration of gender perspectives, however, can and should be applied by personnel at all levels of the chain of command, from the tactical to the strategic.



Integrating gender perspectives into assessment, planning and operations improves the situational awareness of the operating environment and, by extension, improves planning and decision-making. It strengthens operational effectiveness by broadening viewpoints, increasing cultural understanding, and allowing for greater understanding of the effects of CAF operations. It also strengthens the legitimacy of operations by ensuring that actions are more effective and designed to prevent, avoid or minimize harm to vulnerable groups.

It is a common misconception that integrating gender perspectives places sole emphasis on women and women's equality. However, it is not a women's issue, but rather a human rights issue. Integrating gender perspectives means assessing the implications for women, men, girls, boys and other diverse groups for any planned action, including its application to policies associated with peace operations, fragile states and conflict-affected situations. In such situations, a detailed consideration of gender perspectives provides information on the roles and needs of different groups of women, men, girls and boys in society at large, and assesses the potential impact of CAF operations on diverse groups.

The aim of the *Gender Aide-mémoire* is to help CAF members consider and use gender perspectives during the operational planning process. This aide-mémoire should be used in conjunction with recognized training tools and directives issued by the CAF, the Government of Canada and credible international sources.

INTEGRATING

GENDER PERSPECTIVES



Gender is a cross-cutting issue that touches many aspects of society. Gender constructs are essential to the development of situational awareness across the spectrum of social, cultural, political and economic issues within a given socio-cultural context. An understanding of gender perspectives allows operational planners to incorporate considerations related to the protection and participation of vulnerable populations, which in turn leads to improved operational effectiveness.

DEFINITIONS

Gender: The attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys. Gender determines what is expected, allowed and valued in a woman or a man, a girl or a boy in a given context. These attributes, opportunities and relationships are *socially constructed* and are learned through socialization processes. They are context-specific and changeable. In most societies, there are differences and inequalities between women and men in both public and private life in the responsibilities assigned, activities undertaken, access to and control over resources, as well as decision-making opportunities. Gender is part of the broader socio-cultural context. Gender is not to be used interchangeably with “sex”.

Sex: The biological characteristics that distinguish males from females such as anatomy and physiology.

Source: *Department for Women and Gender Equality, Government of Canada*

Integrate Gender Perspectives by...

Asking the Right Questions

Thinking critically during the operational planning process is key to mission success. In-depth and purposeful information-gathering allows for more informed decisions to be made. Asking precise questions, such as the examples below, provides a better understanding of the needs from diverse groups.

NOT JUST ASKING...

BUT ALSO ASKING...

What needs/interests?



Whose needs/interests?

What do people do?



Who does what?

What resources?



Whose resources?

How many men?



Which men?

How many women?



Which women?

Who is included?



Who wants to participate?

Who talks?



Who is listened to?

What action is needed?



What is the impact of the action?
Who is impacted?

What has changed?



What is the impact of the change?
Who is impacted?

Integrate Gender Perspectives at... **All Levels**

A fulsome integration of gender perspectives in planning and operations requires activity at all levels of planning. Just as the levels support one another in the determination of operational objectives, gender perspectives are included at every level to strengthen their contribution to these objectives.

POLITICAL LEVEL

At the political level, the Government of Canada sets the objectives for the mission, most often within a whole-of-government approach, defining the CAF mandate. In principle, this mandate will also broadly define the scope of appropriate gender-related activities and the level of interaction with partners expected in a given operation.

STRATEGIC LEVEL

At the strategic level, policies and initial guidance are defined with the aim to achieve mission and operational success to meet political objectives. To integrate gender perspectives in the strategic level, the CAF will:

- Understand the conflict and/or crisis with the aim to establish the necessary conditions for gender-based considerations in force generation;
- Assess and develop capability against gender-based threats;
- Leverage gender-related factors in the intelligence cycle; and
- Set the requirements for information on the gender dimension systematically for reporting purposes.

OPERATIONAL LEVEL

At the operational level, major operations are planned, conducted and sustained to complete strategic military goals. To integrate gender perspectives at the operational level, the CAF will:

- Ensure the protection of civilians and identified vulnerable groups;
- Support information operations by emphasizing the importance of gender-related factors in the intelligence cycle and conducting a comprehensive analysis (Gender-based Analysis Plus) of the area of operation;
- Liaise with and support the national security forces;
- Liaise and coordinate with pertinent entities such as other Canadian government departments and agencies, the host nation, United Nations agencies and/or non-governmental organizations; and
- Monitor and verify the implementation of existing peace agreements.

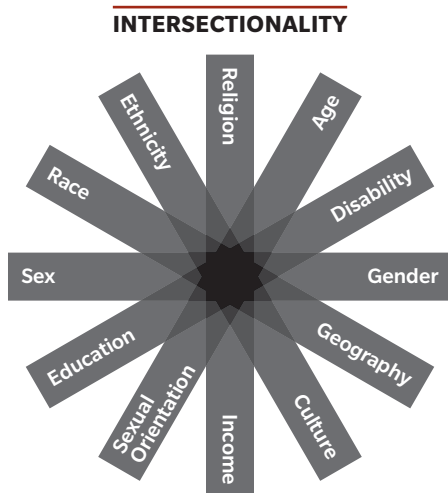
TACTICAL LEVEL

The tactical level is where battles and engagements are planned and conducted. At this level, interactions with other actors occur, such as enemy forces, civilians in the battlespace, host nation and other international actors. Hence, the application of gender perspectives is essential. The CAF can integrate gender perspectives at the tactical level by considering it in activities such as those related to the protection of civilians, patrolling duties, checkpoint duties, humanitarian aid support and assistance to national security forces. Importantly, the local population (both women and men) and relevant civil society actors should be consulted to ensure a more comprehensive understanding of the local situation.

Integrate Gender Perspectives by... **Using Gender-based Analysis Plus**

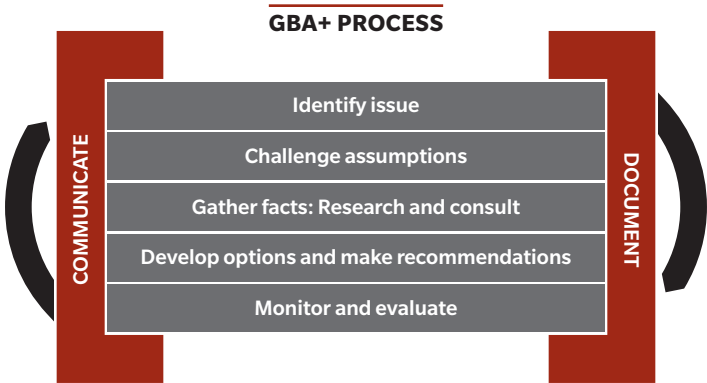
Gender-based Analysis Plus (GBA+) is the analytical tool used in the Government of Canada to assess the potential impacts of policies, programs or initiatives on diverse groups of women and men, girls and boys by taking into account gender and other identity factors. The “plus” highlights that the analysis goes beyond gender to include the examination of other intersecting identity factors such as age, education, language, geography, culture and income.

As shown in the diagram below, the intersectional nature of these identities demonstrates that gender is only one factor that can affect an individual’s role and identity within society. We refer to the collective of these identity factors as “gender+.”



Source: Adapted graphic from Department for Women and Gender Equality, Government of Canada

To understand the impact of these roles and identities within the geographic area of interest (the area of operation), a GBA+ relies on the identification and collection of **sex-disaggregated data** describing the local population. This information is presented based on distinct groupings of women, men, boys and girls and, to the extent possible, alongside any relevant intersectional identity factors. The synergy of this information is important to the quality of the GBA+ process, and foundational to its early stages. The following figure illustrates the basic steps of the GBA+ process.



Source: Adapted graphic from Department for Women and Gender Equality, Government of Canada

Integrate Gender Perspectives through....

The Operational Planning Process

The following section suggests ways to integrate gender perspectives into the Operational Planning Process (OPP).

It is not an exhaustive list of questions or tasks but rather a starting point for planners to trigger ideas along the planning process.

STAGE 1 INITIATION

OVERVIEW

Prepare for mission analysis by identifying in the Chief of the Defence Staff (CDS) Directive any tasks that could have a gender nexus, either explicit or implicit.

While conducting mission analysis, it is recognized that the strategic objectives may change in response to evolving political or coalition decisions.

QUESTIONS TO INFORM THE INTEGRATION OF GENDER PERSPECTIVES

- Has the Government of Canada issued gender-related guidance that would apply to this country or region?
- Have international organizations issued guidance on items linked to gender that would inform/impact the planning of the operation, such as United Nations Security Council Resolutions, international conventions, or in international humanitarian law?
- Have the strategic objectives been examined to identify any implicit or explicit gender factors?
- Prior to the initial reconnaissance, determine if there are gender considerations that need to be factored. Following the initial reconnaissance, have additional gender considerations been identified?

POTENTIAL TASKS

- Identify a GENAD or GFP to support the planning process.
- Specify that all planners are responsible for considering gender perspectives in the development of the OPP.
- Establish liaison with necessary staff contacts that inform gender perspectives.
- Gather planning tools such as country studies, UNSCRs, conventions, applicable international humanitarian law, etc.
- Identify and provide gender-related questions to the J2 to inform the development of the Joint Intelligence Preparation of the Operating Environment (JIPOE).
- Include gender considerations in the commander's planning guidance, as appropriate.
- Verify the superior commander's intent, end state and initial direction within the context of any gender-related considerations (intent analysis).
- Verify Commander's Critical Information Requirements (CCIR) for gender-related items.



STAGE 2 **ORIENTATION –** **Define the Operational Environment**

OVERVIEW

The key outputs of this stage are the Commander’s Planning Guidance and the Joint Intelligence Preparation of the Operating Environment (i.e. ‘White Situational Awareness’).

QUESTIONS TO INFORM THE INTEGRATION OF GENDER PERSPECTIVES

- How does the operation impact the population, and how does the population impact the operation? What are possible secondary and tertiary effects?
- Does the data include intersecting demographic factors such as sex, age, religion, culture, ethnicity, education, geography, etc.?
- Where are the data gaps? What is the collection plan to mitigate these gaps?
- Did the JIPOE improve the understanding of the socio-cultural factors, including:
 - any differences and inequalities between women, men, boys and girls both in public and private life;
 - societal roles and expectations;
 - access to and control of resources; and
 - decision-making influences and opportunities.

POTENTIAL TASKS

- Within the data analysis, consider gender perspectives throughout the development of the PMESII/ASCOPE model (see below). For each item of PMESII (Political, Military, Economic, Social, Infrastructure, Informational), analyze the following factors and apply gender perspectives:
 - **A**reas – Tribal/religious, political boundaries;
 - **S**tructures – Sites of significance (places of worship, hospitals);

- **C**apabilities – Local authorities’ capacity to provide key functions/services (public health, security, economy);
- **O**rganizations – Actors in the area of operations (AO), Non-governmental organizations (NGO), tribes, media;
- **P**eople – Non-military actors such as religious leaders, labourers, refugees, city leaders, etc.
- **E**vents – Routine, cyclical, planned or spontaneous events that could affect military operations.

STAGE 2 **ORIENTATION – Finalize the Mission Analysis**

OVERVIEW

Finalize the analysis of the commander’s direction for intent, initial operational design, tasks, assumptions and end state.

QUESTIONS TO INFORM THE INTEGRATION OF GENDER PERSPECTIVES

- What tasks (assigned or implied) have a gender component?
- How will the tasks/operation affect different people in the area?
- How can different people affect the tasks? What are the threats or opportunities in the AO?

POTENTIAL TASKS

- Verify that the Commander’s Critical Information Requirements (CCIR) and Priority Intelligence Requirements (PIR) include early warning indicators on gender-related factors, as appropriate.
- Include key gender considerations in the Commander’s Planning Guidance. Within the commander’s direction, other gender-related tasks may also be implied.

STAGE 3 COURSE OF ACTION DEVELOPMENT

OVERVIEW

Course of Action (COA) Development begins with a review of the Commander's Planning Guidance.

This stage provides a framework for staff analysis (including gender perspectives) where all factors and deductions are considered and where the viability of the options is determined.

QUESTIONS TO INFORM THE INTEGRATION OF GENDER PERSPECTIVES

- Are there unintended impacts on specific groups? If so, can they be mitigated?
- Based on observations, can logical conclusions be derived from each of the factors being considered (i.e. is there an impact of the observation on the military mission)?
- Are gender considerations included in the development of the Rules of Engagement (ROE)?
- Is there a requirement to include gender considerations in the conflict termination criteria?

POTENTIAL TASKS

- Staff should consider gender factors and their derived deductions relevant to the operation.
- This iterative process must include the gender factors of the area of operations, political considerations, Rules of Engagement, logistics and movement.
- As appropriate, the Info Brief includes an updated White Situational Awareness that highlights any significant changes in the social dynamic, namely the occurrence of Conflict-Related Sexual and Gender-Based Violence (CRSGBV).
- In the development of the chosen COA into the draft Concept of Operations (CONOPS), consider gender in internal planning items, such as force composition, engagement capacity/capability, communications, logistics, equipment and Code of Conduct.

OVERVIEW

The CONOPS from Stage 3 informs the development of a plan or Operation Order (OPORD) which will, in turn, be issued to formations and staff responsible for its execution. This plan includes strategic guidance on gender-related objectives.

QUESTIONS TO INFORM THE INTEGRATION OF GENDER PERSPECTIVES

- How does gender-related guidance and direction translate into field-level duties?
- How does this support the mission mandate?
- Is there a requirement for reporting on gender-related objectives?

POTENTIAL TASKS

- It is important to identify the need for any gender-related information in the OPORD/Operation Plan. This information is collected in the intelligence cycle and in networking with other government departments (OGD), in interaction with UN agencies, in consultation with NGOs, and in liaising with other relevant actors.

OVERVIEW

Monitoring, assessment and reporting are key to mission success.

Deliberate progress reviews are essential to verify if the factors and deductions previously made in the planning phase are still valid.

This is particularly important when including gender perspectives in planning because it is recognized that gendered roles may change during the course of an operation. This must therefore be closely monitored and addressed.

QUESTIONS TO INFORM THE INTEGRATION OF GENDER PERSPECTIVES

- Is the data sufficient to measure outcomes? If not, what are the mitigation strategies to address any gaps?
- How can we assess progress on gender objectives? Have indicators been established to measure the effectiveness of the operation in these areas? Are they conducive to assessing the impact on diverse groups of people?

POTENTIAL TASKS

- Undertake a strategic/campaign assessment that specifically includes criteria to evaluate progress/success on gender objectives. Consider Measures of Performance (if something was done) versus Measures of Effectiveness (how well something was done).

Integrate Gender Perspectives by...

Staff Function

For the Canadian Armed Forces, gender perspectives should be integrated throughout the spectrum of operations, from humanitarian crisis, to armed conflict, to peace-support operations.

A staff function provides subject matter expertise in a specific area to ensure that key factors are considered within the operation. Since gender perspectives apply to all areas of staff function, the following questions are examples to illustrate how each could consider gender perspectives in operational planning and execution. These questions stem from both the *NATO Allied Command Operations Gender Functional Planning Guide* and from internal consultation sessions with subject matter experts.

DEFINITIONS

Sexual and Gender-Based Violence (SGBV): Violence that is directed against a person on the basis of gender or sex. It includes acts that inflict physical, mental or sexual harm or suffering, threats of such acts, coercion and other deprivations of liberty. Anyone can be the victim of SGBV, however women and girls are more often the victims. When used as a weapon of war, it is referred to as “**conflict-related SGBV**” or “**CRSGBV**”, and may be considered a war crime or crime against humanity.

Sexual Exploitation and Abuse (SEA): Any actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another. Sexual abuse is the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

J1 PERSONNEL

- Is the deployment material, information and training available in both official languages?
- Are internal personnel policies in place as required for the operation?
- Do operational orders include the policy on sexual misconduct, and are the personnel appropriately briefed?
- Are mechanisms in place to report to higher headquarters on specific personnel issues that may have a gender component (either explicit or implicit), such as incidents of sexual misconduct?
- Have standards of behaviour been described and communicated, for example, towards other Canadian and/or coalition personnel, towards the local population, etc.?
- Have explicit policies regarding the potential for sexual exploitation been communicated?
- Is there an established process to respond, report and/or investigate suspected incidents of Sexual Exploitation and Abuse within the population?



J2 INTELLIGENCE

- Did the JIPOE include a PMESII/ASCOPE assessment describing the relevant socio-cultural factors of the operation?
- What are the local population's attitudes and opinions towards the military?
- Has the need for demographically disaggregated data been identified in the intelligence gathering, collection and analysis plans?
- Has demographically disaggregated data been collected/used for the intelligence analysis?
- Do intelligence sources include women and men?
- Is there a requirement for interpreters and handlers of different genders and/or cultures?
- Is the role of women in society well described, for example, their possible influence on preventing and/or countering violent extremism?
- Do the risk and threat assessments of the AO describe possible differences for various groups, such as women, men, girls and boys?



J3 OPERATIONS

- Do different groups within the local population have different security concerns?
- Has the operational plan identified events within the AO that have repercussion on operations, for example, local holidays or religious celebrations?
- In kinetic operations, does the battle damage assessment include the identification of any disproportionate impacts on women, men, girls and boys?
- Have relevant demographic groups been consulted on security objectives? If not, what barriers prevent their involvement?
- Do key leader engagements include organizations that represent all vulnerable populations?
- Does the operational reporting require demographically disaggregated data (sex, age, language, culture, etc.)?
- Is the composition of CAF engagement teams reflective of any special requirements for gender, age, rank, language, etc.?
- Do the ROEs address particularities within the socio-cultural context of the AO, for example, the use or occurrence of child soldiers?
- How can gender perspectives be included in operational tasks such as patrols, reconnaissance and counterinsurgency operations?
- Have any significant movement patterns for women, men, girls and boys been identified?

- Can patrols coincide with the population's participation in social, economic, and political tasks, for example, wood/water collection, travel to/from school, income generating activities, etc.?
- Can patrol routes reflect the different security needs of women, men, girls and boys? For example, do they include areas identified by J2 as potential locations for human rights violations?
- Have women, men, and pertinent population sub-groups been included in the preparation for negotiations, political agreements, peace talks and engagements of leaders?
- Do the Disarmament, Demobilization and Reintegration (DDR) programs include special considerations for the differing roles and societal expectations of women, men, girls and boys? For example, the specific needs of local female combatants or child combatants in terms of their housing, education, employment opportunities?



J4 LOGISTICS

- Does the sustainment concept (intra-theatre movement, storage, feeding, etc.) unduly impact vulnerable populations?
- Has an assessment of the secondary effects of logistics activities on the local landscape/population been conducted? Have the negative effects been mitigated?
- Have we considered gender+ opportunities in the contracting and commercial activities being implemented? Do these support operational objectives? What are the impacts of “positive discrimination”?
- Are contracts given to companies that have a transparent record on human rights?
- Are contracts given to qualified businesses run by women and supporting vulnerable populations in local society?
- Are there any cultural host nation considerations for hiring various companies?
- Do the selected contractors respect CAF, NATO and United Nations standards for behaviour and treat employees appropriately?
- How do you enforce discipline with contracted personnel that exploit vulnerable populations (brothels, human trafficking, and child soldiers)?
- Has the hiring and employment of local civilian personnel been appropriately analyzed to allow for equal opportunity to all members of the population?
- In the camps or static locations, are there sufficient and adequate facilities for women and men (showers, bathrooms, laundry)?
- Is there a requirement for specific medical and personal supplies to care for women and children?
- Is it necessary to have women in J4 roles (such as contracting officers) to facilitate liaison with local businesses?

J5 PLANS

- Have gender+-based deductions derived from the planning process been captured in written orders?
- Do operational plans and orders integrate gender+ perspectives into the scheme of manoeuvre and do they contain a relevant Gender+ Annex that is operation-specific?
- Does the planning team have sufficient training on integrating gender perspectives?
- In the context of a training mission, is the force composition of CAF members considered in recruiting and training initiatives?
- Where cultural constraints apply, is the training of local women by female CAF members considered?
- Are local women included in the planning process for negotiations, political agreements, peace talks and key leader engagements? What barriers prevent them from being included?
- Are security sector reform programs inclusive, specifically in terms of training and infrastructure needs?

J6 COMMUNICATIONS

- When planning communication infrastructure, is consideration given to minimize the impact on the local population?
- Has a gender+ assessment been conducted for the infrastructure required to support Psychological Operations (PSYOPS) (i.e. methods of communication used by locals, etc.)?

J7 TRAINING, EXERCISES AND LESSONS LEARNED

- Have all levels of Task Force personnel completed the required gender perspectives training?
- Are concepts and scenarios on gender perspectives incorporated into individual and collective training/exercises?
- Are there gender+-specific training objectives in pre-deployment confirmation exercises?
- Is training on International Humanitarian Law and applicable human rights conventions and statutes conducted?
- Is there a requirement for briefings on gender+ considerations to include cultural/societal norms and expectations of local populations?
- Is there a requirement for briefings on Conflict-Related Sexual and Gender-Based Violence and Sexual Exploitation and Abuse?
- Are gender+ considerations captured in Lessons Learned?
- Are pertinent gender+ lessons learned reviewed and included in subsequent planning cycles?

J8 FINANCES

- Is appropriate funding available for gender+-balanced educational and employment opportunities?
- Is there funding allocated to projects that support vulnerable populations?

J9 ENGAGEMENTS/CIVIL-MILITARY COOPERATION

- Do the liaison/engagement activities of the Operational Planning Process include groups representing equal participation, security and human rights empowerment for all vulnerable populations in the AO?
- Have links been established with organizations that respond to Conflict-Related Sexual and Gender-Based Violence, women's security, safety, human rights, and any other gender+ dimensions related to the operational mandate?
- Have liaisons been established with international organizations, institutions of the host government and local civil society to examine and address gender perspectives?
- Is there an understanding of the typical roles and expectations of women, men, girls and boys in society, and also in the family unit?

JOINT ENGINEER

- Are secure environments for all CAF members factored in the planning of the construction and operations of facilities?
- Does the design and planning of camps consider the differing needs of both genders, as well as various diversity groups?
- Do facilities have personal care areas for all personnel that are safe and secure?
- Has the impact of infrastructure development on the local population been considered?
- What is the impact on the physical landscape of military infrastructure work? Has an assessment been done on its impact on the local population?
- Are vulnerable populations consulted on priorities for development construction?
- Have we assessed the impact of mobility or counter-mobility operations on specific sections of the population?

HEALTH SERVICES

- Are male and female medical staff included in the Task Force composition?
- What are the necessary medical training, skills and equipment requirements for the area of operation?
- Are there any cultural constraints that must be considered when delivering medical assistance?

LEGAL ADVISORS

- What International Humanitarian Laws pertain to this area of operations?
- Are the gender+ perspectives of the judicial system of the area of operations considered?
- How are women, men, girls and boys treated differently by the host nation's legal system?
- Is legal advice required for any particular gender+-related issue in the area of operations?

POLICY ADVISORS

- Are operational objectives informed by and aligned with the Government of Canada's stated foreign policy with regard to gender+?
- Does the country in which we will be working have a National Action Plan?
- What gender+ considerations impact the strategic or political environment in the area of operations?

PUBLIC AFFAIRS

- Who are the stakeholders/influencers that can facilitate communications with affected groups in theatre? Can the group of stakeholders/influencers provide a better understanding of the conflict or the conduct of operations?
- Does the communication strategy use language and messaging that considers different groups of people (GBA+)?
- Do the target audiences identified adequately reflect the true diversity of the people in the AO?
- What communications products are best suited for the specific groups of people with whom we want to communicate?
- Through what medium will target audiences be reached?

CROSS-CUTTING QUESTIONS

- Does the planning and conduct of Information Operations consider influencing various sub-groups of the population, and include the various methods of communication used by each? (J2/J3/J5/J9)
- Is there an understanding and/or methodology in place to respect traditions and boundaries within the conduct of operations? For example, cultural traditions that may place women within the private spheres of society, etc.? (J2/J5/J9)
- Which organizations implement UNSCR 1325 within this AO? (J2/J9)
- Which social development projects are important? Is the priority on supporting local security efforts, safety/rights of vulnerable populations, or is it broader social, political and economic development? (J2/J5/J9)
- Have we assessed the potential impact of the operation on the population, including any secondary or tertiary effects? (J2/J3/J5)
- How can the population impact the operation? (J2/J3/J4)

- Does the area of operation include areas of significance such as tribal/religious areas, political boundaries, internally displaced persons settlements, trade routes, etc.? Has mitigation been developed to address unintended impacts? (J2/J3/J5)
- Have relevant gender+ items been considered in the development of targeting, for example, timings, locations, pattern of life, etc.? (J2/J3)
- Are social development projects (supporting security, safety and rights vulnerable populations as well as their social, political and economic development) considered by planners for adoption/ acceptance? (J2/J5/J9)
- Have the GENAD and/or GFP positions been identified in the personnel requirements of the Task Force? (J3/J5/J7)
- Does the force have trained personnel to conduct the following military tasks should the need arise (J3/J5/J7):
 - Performing searches on men, women and children;
 - Language interpretation for various sub-groups;
 - Providing medical care to men, women and children;
 - Engaging with men, women, boys and girls, or mixed-gender groups; and
 - Responding to incidents with a gender-related component, such as conflict-related sexual violence.
- Are the needs of all affected populations (male and female combatants, child combatants) included in the planning and conduct of Disarmament, Demobilization and Reintegration (DDR) programs (i.e. housing, education, employment opportunities)? (J3/J5)

IN SUMMARY



Integrating gender perspectives in the planning and conduct of operations provides a strategic advantage that supports mission success by improving operational effectiveness through the broadening of our perspectives, by improving cultural understanding, through facilitating the development of professional relationships, and by increasing the understanding of the effects of operations.

It also strengthens the legitimacy of CAF operations by ensuring that actions are targeted more effectively and designed to prevent, avoid or minimize harm to vulnerable groups.

The adoption of a systematic organizational approach is necessary to ensure consistency in the application of gender perspectives across the spectrum of activities and operations.

All CAF members share the responsibility of ensuring that gender perspectives are routinely integrated into operational planning and execution.

The integration of gender perspectives is a **command responsibility.**

ACRONYMS

AO	Area of Operations
ASCOPE	Areas, Structures, Capabilities, Organizations, People, Events
CAF	Canadian Armed Forces
CDS	Chief of the Defence Staff
CCIR	Commander's Critical Information Requirements
COA	Course of Action
CONOPS	Concept of Operations
CRSGBV	Conflict-Related Sexual and Gender-Based Violence
DDR	Disarmament, Demobilization and Reintegration
GBA+	Gender-based Analysis Plus
GENAD	Gender Advisor
GFP	Gender Focal Point
JIPOE	Joint Intelligence Preparation of the Operational Environment
NATO	North Atlantic Treaty Organization
NGO	Non-governmental Organization
OPORD	Operational Order
OPP	Operational Planning Process
PIR	Priority Intelligence Requirement
PMESII	Political, Military, Economics, Social, Infrastructure, Informational
PSYOPS	Psychological Operations
ROE	Rules of Engagement
SEA	Sexual Exploitation and Abuse
SGBV	Sexual and Gender-based Violence
UNSCR	United Nations Security Council Resolution

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