**Supplementary File for "NATO's About Face: Adaptation to Gender Mainstreaming in an Alliance Setting"**

## Gender mainstreaming in NATO: Whose Responsibility?

To give further context on how NATO mainstreams gender, this section provides a brief descriptive overview of the responsibilities of each NATO body vis-à-vis gender. The descriptions detail these responsibilities according to analysis of the NATO's gender guidelines identified in our NATO Gender Guidelines Dataset (NGGD). Figure 1 in the Appendix of the main text of the article provides a simplified organizational chart for reference with respect to NATO's major bodies.

### *North Atlantic Council*

As NATO's leading political authority, the NAC is responsible for the most ambitious of all gender-related tasks: 'to implement and harmonize gender perspectives across NATO.[1] The individuals who comprise the NAC are 28 ambassador-level permanent representatives who meet weekly and rotate in and out of the organization. They decide on crisis management operations, set the political agenda and are at the top of NATO's hierarchy. NAC representatives are informed and instructed by the foreign and defense ministries of their capitals. In addition to 'harmonizing' gender perspectives, the NAC is also expected to produce 'progress reports' each spring at the annual conference on the implementation of Resolution 1325.[2] Permanent representatives of the NAC receive no gender-awareness training, however, the Special Representative to the Secretary General on Women, Peace and Security (SRSG WPS) occasionally provides the NAC with

[1] NATO Committee on Gender Perspectives [NCGP]. *Gender Perspectives in the Operations Planning Process - Political Military Level (2)* (Brussels, 2012), p. 2: http://www.nato.int/issues/women_nato/meeting-records/2012/pdf/NCGP2012BriefingResultSyndicateWork.pdf

[2] Wales Summit Declaration, *Press Release Issued by the Heads of State and Government.*

briefings. The expectation is that this type of training would be provided in the member nation's own country.

*Military Committee*

Populated by 28 military representatives, the Military Committee (MilCom) within NATO exists as the organization's senior military authority to provide the NAC with expert advice. Similar to the NAC's oversight role, the MC is tasked with verifying that policies 'include the gender perspective' in all appropriate documentation. The documentation ranges from 'NATO doctrine, ACO directives and ACO standards and Functional Planning guides'.[3] The MC itself is also the annual recipient of expert advice on gender via IMS through the IMS' Committee on Gender Perspectives and office of the gender advisor.

*Allied Command Operations*

Both ACO and ACT guidelines focus on incorporating a gender perspective into military organizations, force structures and NATO-led operations.[4] ACO specifically serves as NATO's military and operational headquarters, which oversees and manages the logistics of all NATO operations. The leader of ACO and NATO's leading military individual – the SACEUR (Supreme Allied Commander Europe) receives gender-related guidance from a gender advisor. Additionally, ACO now deploys a 'gender structure' for every one of NATO's operations but the scope of the structure depends on the size and scope of the operation. The gender structure can consist of: 'Gender Advisors (GENAD), Gender Field Advisors (GFA), and Gender Focal Points (GFPs).' These individuals support military commanders on how to incorporate a gender perspective into

[3] NATO Committee on Gender Perspectives [NCGP]. *Gender Perspectives in the Operations Planning Process*, p. 2
[4] *NATO Bi-Strategic Directive 40-1, Integrating UNSCR 1325 and Gender Perspectives,* p. 3.

the operation.[5] NATO had a gender advisor as part of ISAF and as part of the follow-on operation – Resolute Support Mission (RSM).[6] Gender advisors are also deployed as part of KFOR – NATO's ongoing mission in Kosovo.[7]

*Allied Command Transformation*

In charge of NATO's training and exercises, Allied Command Transformation (ACT) has become the most active NATO body for providing guidelines and training on gender mainstreaming. ACT's mandate is to 'transform NATO's military structure, forces, capabilities and doctrine'.[8] ACT provides gender education and training in the following capacities: pre-deployment training, strategic-operational training and tactical training. ACT provides documentation for each type of training. Additionally, ACT – like ACO – has an office of the gender advisor.

*International Staff*

As NATO's chief administrative body, the International Staff (IS) has implemented gender mainstreaming as part of the Building Integrity Programme. Although the program's central focus is not gender but rather transparency, conference proceedings and courses offered reference Resolution 1325 and emphasize ways in which planning and operations can take gender into account. The International Staff hosts the Women, Peace and Security Office, which supports the

[5] "HQ SACT Office of the Gender Advisor." Allied Command Transformation. (2017): http://www.act.nato.int/gender
[6] Charlotte Isaksson, "Gender Perspective and its Place within ACO New and in the Future," *The Three Swords Magazine* Vol. 29 (2015), p. 15: http://www.jwc.nato.int/images/stories/_news_items_/2015/Gender_ACO_dec2015.pdf
[7] Lackenbauer and Langlais, "Review of the Practical Implications of UNSCR 1325"
[8] Allied Command Transformation [ACT], *Transformation Handbook* (Belgium: NATO Unclassified, Publically Disclosed, 2016): http://www.act.nato.int/images/stories/media/doclibrary/20150928handbook.pdf

SRSG WPS. The Special Representative on WPS is the 'high-level focal point on all aspects of NATO's contributions to the Women, Peace and Security agenda'[9]. Similar to the NAC's stated responsibility of 'harmonizing gender perspectives', the Special Representative has a stated responsibility of 'facilitating coordination and consistency in NATO's policies and activities'.[10] There are also gender focal points across IS, which meet at the working group level and, as of 2016, at the senior level. Finally, the NATO Secretary General – the chief administrator at NATO – also plays a symbolic role in emphasizing the importance of gender mainstreaming in meetings with member states, partner states and the media. The Secretary General receives advice from the SRSG WPS.

*International Military Staff*

The International Military Staff (IMS) acts as the administrative body to the Military Committee. Within this body, there exists an active subsidiary committee called the NATO Committee on Gender Perspectives (NCGP). This committee is exclusively devoted to drawing up advice on all types of gender related issues. The committee aims 'to enhance organizational effectiveness in support of Alliance objectives and priorities, including the implementation of relevant UN Security Council Resolutions (UNSCRs)'. The IMS also has an office of the gender advisor. This office acts as the secretariat (aka administrative staff) of the NCGP. At IMS, the gender advisor's job is to 'provide information and advice on gender issues and on the implementation of the UN Security Council Resolution 1325 and Related Resolutions'.[11]

[9] "Marriet Shuurman," NATO: http://www.nato.int/cps/is/natohq/who_is_who_114060.htm
[10] Ibid.
[11] "IMS Office of the Gender Advisor [IMS GENAD]," NATO (2015): http://www.nato.int/cps/en/natohq/topics_101371.htm?selectedLocale=uk

**Coding Categories for NATO Gender Guidelines Dataset (NGGD)**

The following list of categories corresponds with the original NATO Gender Guidelines Dataset (NGGD) that we produced as part of this study. The categories derived from our propositions and also concerned general descriptive information that we sought to capture about the nature and content of the guidelines. Below, we list the name of the category, the question that the category addresses and the potential sub-categories (among which assistants had to choose one, in accordance with specific coding rules that we provided for each category).

1. **CivMil:** Is the guideline produced by a civilian or a military NATO body?
Civilian, Military

2. **FormalPol:** Does the NATO body have a formal (aka. documented) policy on gender awareness?
Yes, No

3. **TrainingProg:** Does the NATO body have a training program on gender awareness?
Yes, No

4. **TrainingMand:** Is the training mandatory?
Yes, No

5. **NeedsAssess:** Is this guideline a Needs Assessment?
Yes, No

6. **Action:** Is this guideline an Action Plan?
Yes, No

7. **Evaluation:** Is this a report/evaluation/assessment of a gender-related policy, action plan, or training?

8. **Coordinated:** Is this guideline the result of coordination with other actor/s?
Yes, No

9. **ActorsCoord:** If yes, which actor/s?
ACO-SHAPE
ACT
IMS
IS

MilCom
NAC
Other NATO
Member Nation
Partner Nation (EAPC)
Partner Nation (Med)
Partner Nation (ICI)
PTEC
NGO
Academic Institution
International Organization
Third Party Experts - Military
Third Party Experts - Civilian
Gender Community (e.g. GENADS, GFAs, GFPs, etc)
Partner Nation (Informal)
Partner Nation (Unspecified)

10. **DateEarly:** What is the earliest date that this guideline was first created?
(Year)

11. **Initiator:** Which type of actor initiated the guideline?
None
ACO-SHAPE
ACT
IMS
IS
MilCom
NAC
Other NATO
Member Nation
Partner Nation (EAPC)
Partner Nation (Med)
Partner Nation (ICI)
PTEC
NGO
Academic Institution
International Organization
Third Party Experts - Military
Third Party Experts - Civilian
Gender Community (e.g. GENADS, GFAs, GFPs, etc)
Partner Nation (Informal)
Partner Nation (Unspecified)

12. **GuideObj:** What is the guideline's objective?
None

Create a Gender Advisor or similar position or identify the functions/activities of such a position
Create Special Representative
Increase recruitment of women
Create a Focal Point
Standardizing across states
Assessing implementation of UNSCR 1325
Create a handbook or training for use in armed forces
Implementing gender perspectives at home
Implement National Action Plan
Increase gender awareness
Promote gender equality in existing NATO institutions
Addressing and Ending Sexual and Gender-Based Violence (SGBV)
Train GENADs, GFAs, GFPs
Implement UNSCR 1325 into NATO institution

13. **GuidType:** What is the guideline's type?
Representation
Perspective
Anti-harassment

14. **TargAud:** Who is the Target Audience of this guideline?
None
Member Nations
EAPC Partner Nations
Med Partner Nations
ICI Partner Nations
Informal Partner Nations
Member and Partner Nations
Military Staff
Civilian Staff
Org/Agency Staff
All NATO Staff
External - Government
External - Academic
External - Public Relations
NGO
International Organizations
Gender community (GENADs, GFAs, GFPs, etc)

15. **ProgType:** What is the type of program associated with this guideline?
None
Training (e.g. workshops, online training)
Public Outreach (e.g. non-NATO target audience)
Informational (e.g. Explanation and Justification of New or Existing Policy)
Organizational Assessment
Reference (e.g. information re: gender and gender perspectives to take for use into the field)

16. **LeadNation:** Is there a Lead Nation putting forward this guideline?
None
Member Nation
Partner Nation (EAPC)
Partner Nation (Med)
Partner Nation (ICI)
Informal Partner Nation

17. **LeadMemberNation:** Which is the Lead Member Nation?
(List of NATO member states)

18. **LeadPartnerNation(EAPC):** Which is the Lead Partner Nation (EAPC)?
(List of EAPC states)

19. **LeadPartnerNation(Med):** Which is the Lead Partner Nation (Med)
(List of Mediterranean Dialogue States)

20. **LeadPartnerNation(ICI):** Which is the Lead Partner Nation (ICI)
(List of Istanbul Cooperation Initiative States)

21. **LeadPartnerNation(ICI):** Which is the Lead Partner Nation (Informal)
None
Afghanistan
Australia
Iraq
Japan
Pakistan
Republic of Korea
New Zealand
Mongolia