



PROTECT
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REPORT

ON THE RESULTS OF TRAINING AND SURVEY
OF GENDER ADVISORS IN THE DEFENSE SECTOR

KYIV
APRIL 2023




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ABBREVIATIONS

AFU	Armed Forces of Ukraine
CMU	Cabinet of Ministers of Ukraine
CRSV	Conflict-related sexual violence
DCAF	Geneva Centre for Security Sector Governance
GBA	Gender-based analysis
GENAD	Gender advisor
GFP	Gender focal point
MoD	Ministry of Defence of Ukraine
DHP-MoD	Department of Humanitarian Policy of the Ministry of Defence of Ukraine
NAP 1325	National Action Plan for the Implementation of UN Security Council Resolution 1325 "Women, Peace, and Security"
NATO	North Atlantic Treaty Organisation / North Atlantic Alliance
ODIHR	OSCE Office for Democratic Institutions and Human Rights
OSCE	Organization for Security and Co-operation in Europe
PARP	Planning and Review Process
PROTECT	"Promoting Reform Objectives through Technical Expertise and Capacity Transfer"
RF	Russian Federation
ToR	Terms of reference
UN	United Nations
WPS	Women, Peace, and Security

EXECUTIVE SUMMARY

Background



GENADs perform

duties in the commands

of the Ground Forces, Air Forces, Naval Forces, Special Operations Forces, Logistics Forces, and Medical Forces of the AFU.

This report prepared by “Promoting Reform Objectives through Technical Expertise and Capacity Transfer” (PROTECT), funded by Global Affairs Canada, is based on 10 in-person training sessions delivered to 90 gender advisors (GENADs) and gender focal points (GFPs)¹ in the defence sector of Ukraine from November 2022 to January 2023, as well as surveys conducted of the participants.

PROTECT delivered nine trainings in cooperation with the Department of Humanitarian Policy of the Ministry of Defence of Ukraine (DHP-MoD). PROTECT delivered one training upon the request of the Ground Forces Command of the Armed Forces of Ukraine (AFU). The findings and recommendations are based on desk research; preliminary and post-training surveys; and analytical interpretation of information collected during discussions and informal communication with training participants.

In 2018, the Deputy Minister of Defence ordered the establishment of the network of GENADs and GFPs in the defence sector. Since then, the network has also been actively unfolding pursuant to the NATO-Ukraine Partnership Goals, the Strategic Defence Bulletin of Ukraine, and Ukraine’s National Action Plan to imple-

ment United Nations Security Council Resolution 1325 (NAP 1325). As of April 2023, according to the DHP-MoD, the network counts 75 GFPs, appointed mostly in the structural units of the MoD and General Staff of the AFU, military administration bodies, and academic institutions. Six GENADs perform duties in the commands of the Ground Forces, Air Forces, Naval Forces, Special Operations Forces, Logistics Forces, and Medical Forces of the AFU. Appointed and acting GENADs and GFPs in other commands and military units of the AFU are not tracked by MoD. The position of gender advisor to the Minister of Defence of Ukraine has not been established, while the one to the Commander-in-Chief of the AFU has been withdrawn since March 2023.

The DHP-MoD is authorized to implement the state policy on ensuring equal rights and opportunities for women and men and countering gender-based discrimination in the MoD, the AFU, and the State Transport Service.

¹ Unlike gender advisors, gender focal points are nominated personnel with dual-hatted roles. They support the integration of gender perspective and facilitate gender mainstreaming in their functional area on a part-time basis voluntarily, in addition to their main professional duties. Such a distinction is made for the English version of the report based on the terminology of the NATO Bi-Strategic Command Directive 040-001.

Key findings

Seventy-five out of the ninety training participants were women (83%). Approximately 95% of the GFPs perform their gender mainstreaming duties concurrently with other functions. Fifty-three percent reported not previously receiving training on gender equality or mainstreaming in the defence sector. Most participants rated the need to deepen their knowledge at 6-7 points on a scale from 1 to 7.

Participants highlighted the need to expand their conceptual understanding of gender policy in the defence sector and its priorities. They also noted the tendency to equate gender policy with “women’s issues”.

The DHP-MoD assumes that such indicators may be attributable to rotational procedures in organizational and staffing measures at the MoD and the AFU resulting in the recent appointment of a substantial number of GENADs and GFPs.

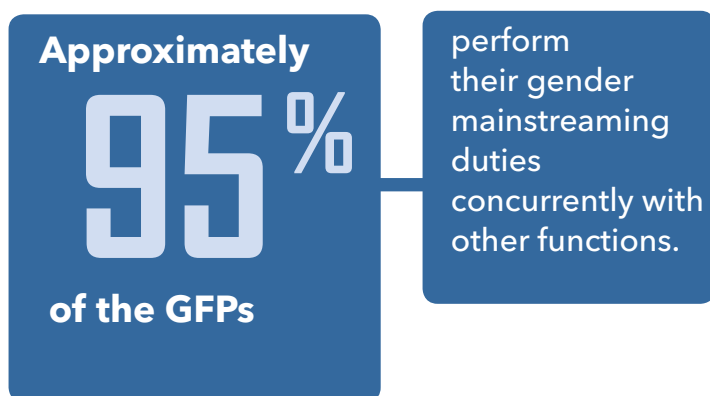
The pre-training survey conducted with participants before the rollout of the training revealed that the main activities of GENADs and GFPs focus on preparing

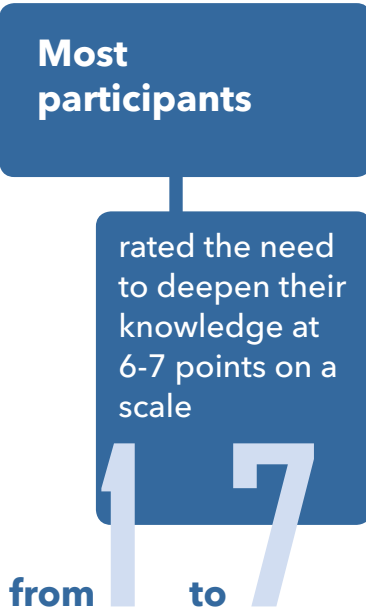
briefs and proposals; reporting; awareness-raising and training; evaluation and auditing; compiling statistical data; development of regulatory frameworks; and consulting on personnel management issues.

Participants highlighted the need to expand their conceptual understanding of gender policy in the defence sector and its priorities. They also noted the tendency to equate gender policy with “women’s issues”. Despite the awareness of the legal and regulatory framework related to gender policy in the defence sector, the majority lack an understanding of how to implement it in practice. Participants most frequently mentioned the need to formulate clear, specific, and widely understood job descriptions for GENADs and GFPs, which should be complemented with manuals, standard methodologies, and templates.

According to the DHP-MoD, on the order of the Deputy Minister of Defence, job descriptions have been conveyed to the GENADs and GFPs. Lack of awareness of their functional duties may indicate the need to streamline briefings for newly appointed people.

There is widespread misconception that gender equality is limited to gender parity among employees or service members within structural units, and the functions of GENADs and GFPs are to provide guidance on human resources issues. Effective implementation of gender policies often relies on individual efforts to proactively engage with superiors or commanders and depends highly on leadership’s attitudes to the topic. Thus, superiors in the MoD structural units and military unit commanders need to develop gender competences in order to support the roles of GENADs and GFPs so they may effectively perform their duties. Gender-based





analysis (GBA) is not applied consistently because of low levels of knowledge and skills in this area. GENADs and GFPs expressed particular interest in learning how other countries mainstream gender in the defence sector.

In contrast to the NATO Bi-Strategic Command Directive 040-001, participants observed that GBA of military operations is a novel idea in Ukraine, and its application has never been discussed. They also highlighted that the Ukrainian framework for GENADs and GFPs does not speak to the need for coordination and unity of efforts with commanders, which is crucial for gender mainstreaming in the defence sector. The GENADs and GFPs underscored that the role of the military commanders, their engagement, and visible support for GENAD capability are decisive factors in the success or failure of gender mainstreaming in the defence sector.

PROTECT observed that the participants have a certain level of familiarity with the Strategic Defence Bulletin and NAP 1325 provisions compared to knowledge of relevant legislative acts, such as the laws “On ensuring equal rights and opportunities for women and men” and “On principles of preventing and combating discrimination in Ukraine”. In other words, the state’s institutional mechanism of gender policy is not commonly understood. Most participants reported that they are not involved

in implementing Ukraine’s national and international commitments in the field of gender policy, or in the reporting and monitoring processes.

Identifying, preventing, and responding to conflict-related sexual violence (CRSV) and sexual exploitation and abuse (SEA) has proven to be one of the most unexplored topics for GENADs and GFPs. Most participants confirmed that this subject should be a mandatory part of pre-deployment and in-mission training for military personnel. Participants expressed interest in discussing sexual harassment since GENADs and GFPs reported being often consulted for guidance on how to respond to such incidents.

There is widespread misconception that gender equality is limited to gender parity among employees or service members within structural units, and the functions of GENADs and GFPs are to provide guidance on human resources issues.

Recommendations for the MoD and General Staff of the AFU

- **Increase the institutional capacity of GENADs and GFPs** through a regulatory framework, setting out terms of reference (ToRs) for GENADs and GFPs of the defence sector of Ukraine that consider the unique nature and specifics of their role in the defence context. These ToRs should be complemented with methodological recommendations, manuals, and other awareness materials.
- **Raise awareness of commanders and heads of structural units on gender mainstreaming** in the defence sector and modalities of cooperation with GENADs and GFPs to undertake and support the execution of gender perspectives.
- **Strengthen the capacity of the DHP-MoD to coordinate the GENAD and GFP network** with regular meetings; capacity-building events; reporting; and monitoring activities. Strengthening the DHP-MoD should also include establishing a procedure for GENADs and GFPs to report to the DHP-MoD on a regular basis; collecting information on NAP 1325 implementation from GENADs and GFPs; sharing the final NAP 1325 implementation report with the network; holding a strategic session with representatives of the MoD and commands from the various AFU branches to develop and approve the network's vision for the upcoming years.
- Ensure compliance with the Strategic Defence Bulletin of Ukraine by **creating the GENAD position reporting directly to the Minister of Defence**.
- Consider **mentorship and technical exchange activities with international peers**.
- **MoD and AFU leadership should enhance the visibility and recognition of GENADs and GFPs.** For example, use of media; letters of recognition; or awards for outstanding contributions.
- Standardize **training activities for GENADs and GFPs**, focusing on GBA. Extend the duration of basic and in-depth training courses, and tailor training for groups according to the level of knowledge and area of expertise.
- Develop **rapid pre-deployment and in-mission instructions on sexual and gender-based violence prevention and response** for military personnel.
- Expand outreach and awareness-raising activities on **gender mainstreaming in the defence sector according to NATO principles** and provide guidance to commanders, military personnel, and cadets/students of military academic institutions.

BACKGROUND CONTEXT

Definition of Gender Advisors and Gender Focal Points

The NATO Bi-Strategic Command Directive 040-001 defines the roles and functions of Gender Advisors (GENADs) and Gender Focal Points (GFPs) embedded across all levels of the military structure.²

The GENAD advises the command group on operationalizing the NATO Women, Peace, and Security (WPS) Agenda and supports comprehensive integration of gender perspectives and gender mainstreaming. These activities include but are not limited to peacetime, operations/missions, crisis/conflict analysis, policy, concept, capability, doctrine, procedure, exercises, education, and training. The GENAD reports to the Commander. Where possible, the GENAD Office is organizationally placed within the Command Group.

The GFPs are nominated personnel with dual-hatted roles in headquarters, divisions, branches, and offices; they support the integration of gender perspectives and facilitate gender mainstreaming in their functional area. GFPs

report through the chain of command and maintain a functional dialogue with GENAD to ensure the coherent and consistent integration of gender perspectives throughout the command structure and its activities. As such, GFPs support and enable a professional and functional network throughout the command.

In the Ukrainian defence sector, the gender advisory network corresponds to the NATO-defined structure and comprises full-time positions of GENADs and GFPs who support the integration of gender perspectives and facilitate gender mainstreaming in their functional area. GFPs in Ukraine volunteer to perform these functions in addition to their main professional duties. Ukraine's legal and regulatory framework does not define GENADs and GFPs in the defence sector. However, article 18 of the Law of Ukraine "On Ensuring Equal Rights and Opportunities for Women and Men" provides that an employee may be appointed as a gender advisor on a voluntary basis. The resolution adopted by the

In the Ukrainian defence sector, the gender advisory network corresponds to the NATO-defined structure and comprises full-time positions of GENADs and GFPs

² https://www.act.nato.int/application/files/3916/3842/6627/Bi-SCD_040-001.pdf

Cabinet of Ministers of Ukraine (CMU) in 2020³ contains a “model provision” on the role and functions of the *Advisor on Ensuring Equal Rights and Opportunities for Women and Men*, regardless of the sector and the area of activities. The advisor’s main task is to consult and make proposals to management on implementing state policy on equal rights and opportunities for women and men; combatting gender-based violence and discrimination; and meeting Ukraine’s

international obligations under the UN *Convention on the Elimination of All Forms of Discrimination against Women*, the Beijing Declaration and Platform for Action, UN Security Council Resolution (UNSCR) 1325 (Women, Peace and Security) and related resolutions, the Gender Equality Strategy of the Council of Europe, and other adopted international instruments on gender equality

UN Gender Impact Assessment of the Security and Defence Sector in Ukraine (2017)

In 2017, UN Women’s *Gender Impact Assessment of the Security and Defence Sector in Ukraine*⁴ provided recommendations for: establishing a system of GENADs and GFPs in the Ministry of Defence (MoD) and Armed Forces of Ukraine (AFU); enhancing capabilities of GENADs and GFPs through systematic training; ensuring that all commanders and heads of structural units increase awareness of gender mainstreaming and encourage key military leaders to participate in relevant activities. The Assessment found that gender was not mainstreamed in the day-to-day work of the security and defence institutions. While the MoD established a working group on WPS and approved the min-

isterial plan to implement NAP 1325 (2016-2020), gender perspectives were not integrated comprehensively at the strategic, operational, and tactical levels. According to the Assessment, there was “limited conceptual understanding of gender and gender issues among personnel in the security and defence sector” and “a lack of a unified approach regarding the interpretation of gender policies and definitions among educational institutions and training centres.”⁵ The Assessment indicated that gender equality was not regarded as a part of the security and defence reform at that time, and the Strategic Defence Bulletin (SDB) did not take gender perspectives into account.

3 <https://zakon.rada.gov.ua/laws/show/930-2020-%D0%BF#n40>

4 https://eca.unwomen.org/sites/default/files/Field%20Office%20ECA/Attachments/Publications/2018/Gender%20Impact%20Assessment%20Ukraine%202017_EN_fin.pdf

5 *Ibid.* at p. 11.

Network of Gender Advisors in the Defence Sector: Formation and Current Status

In **2018,**
the process
of forming

a network of
GENADs in
the defence
sector
started.

Since the release of UN Women's Gender Impact Assessment, the MoD and AFU have made progress in implementing a gender-based approach in the defence sector. In 2018, the process of forming a network of GENADs in the defence sector started. By his decision, the Deputy Minister of Defence of Ukraine for European Integration (Anatoliy Petrenko) appointed GFPs in MoD, subordinate military administration bodies, and higher military academic institutions. At the time, Ukraine's participation in the Planning and Review Process (PARP) within the NATO Partnership for Peace program included the partnership goal to establish a network of GENADs.⁶ Ukraine's first NAP 1325 also included this task.

In 2020, six full-time positions were established in the commands of the AFU. In the same year, a full-time position of GENAD to the Commander-in-Chief of the AFU was established. Starting in 2021, commanders sought volunteers and appointed GFPs in military units.

According to the information provided by the Department of Humanitarian Policy in the Ministry of Defence of Ukraine (DHP-MoD), the position of GENAD to the Commander-in-Chief of the AFU has been withdrawn since March 2023. The GFP has been appointed in the apparatus of the Commander-in-Chief of the AFU.

In September 2021, a new SDB was enacted by presidential decree.⁷ Serving as a roadmap for reform in the security and defence sector and reflecting NATO

principles, the SDB included more gender-sensitive directions for military policy development and direction that gender equality principles be integrated comprehensively into the regulatory framework and the career management systems at all levels. The SDB also strengthens the vertical structure of GENADs and GFPs in the security and defence sector and introduces the position of GENAD to the Minister of Defence.⁸

The second Ukrainian NAP 1325 (2020-2025) includes a provision on ensuring gender advisors' activities in the MoD and the AFU (Activity 43.4).⁹

According to the information provided by the DHP-MoD, as of the beginning of 2023, there are 81 GENADs (6) and GFPs (75) in the defence sector. The GFPs volunteer to perform these functions in addition to their main professional duties. Six full-time GENAD positions have been appointed in the AFU Ground Forces Command, the AFU Air Force Command, the AFU Navy Command, the AFU Special Operations Forces Command, the AFU Logistical Forces Command, and the AFU Medical Forces Command. No information has been provided about the respective appointments in the AFU Support Forces Command, the AFU Signals and Cyber Defence Troops Command, and the AFU Territorial Defence Forces Command. The MoD does not track information on how many GFPs there are in the AFU in addition to full-time GENADs in the commands. As of April 2023, the position of GENAD to the Min-

6 G 0013. Gender Perspectives

7 <https://www.president.gov.ua/documents/4732021-40121>

8 Paragraphs 2.4.1 and 2.4.2.

9 Approved by the Cabinet of Ministers of Ukraine regulation of October 28, 2020, № 1544, amended on December 16, 2022 - <https://zakon.rada.gov.ua/laws/show/1544-2020-%D1%80?lang=en#Text>

ister of Defence of Ukraine has not been established. Also, the network of GENADs and GFPs in the defence sector is still undergoing institutionalization and identification. Training activities have not been standardized and are not conducted on a regular basis.

The GENAD functional responsibilities are enshrined in the Model Provision on the Advisor for Ensuring Equal Rights and Opportunities for Women and Men, Preventing and Combating Gender-Based Violence¹⁰ (Model Provision), approved by the CMU Resolution No. 930 of October 9, 2020. It covers a wide range of issues, from gender-based analysis (GBA) to monitoring compliance with Ukrainian laws and international gender policy commitments. The Model Provision is a core instruction defining the functions of gender advisors regardless of government authority. Therefore, it does not consider the particularities of the defence sector and the real tasks and functions of the GENADs and GFPs in the MoD and the AFU. It does not comply with the provisions of NATO Bi- Strategic Command Directive 040-001.

The DHP-MoD is authorized to implement the state policy on ensuring equal rights and opportunities for women and men and countering gender-based discrimination in the MoD, the AFU, and the State Transport Service.¹¹ The DHP-MoD includes the Unit for Gender Issues and Relations with Religious Organizations, which consists of 5 persons. Three people are involved in the implementation of gender policy. According to the MoD Order No. 46¹² (January 26, 2023), Deputy Minister of Defence Hanna Malyar directs and

coordinates the activities of the DHP-MoD and acts as an authorized person (coordinator) on ensuring equal rights of women and men and preventing and combating gender-based violence.

New challenges and threats associated with the full-scale invasion of the Russian Federation (RF) require strengthening the skills, knowledge, and abilities of GENADs and GFPs in the defence sector, including the particularities of conducting GBA of military operations during the armed conflict, preventing conflict-related sexual violence (CRSV) and interacting with civilians affected by this category of war crimes. Repelling the large-scale armed aggression against Ukraine requires the use of all available resources, including human resources, and opportunities to improve the effectiveness of the defence forces. Since the beginning of the full-scale invasion of the RF, the number of women in the defence forces, including those serving in combat zones,¹³ has been growing rapidly. Compared to 2014, the number of servicewomen has increased by 2.5 times. Currently, there are 60,538 women in the AFU, of whom 42,898 are servicewomen with 7,865 holding officer ranks. Approximately 5,000 servicewomen are engaged in active combat.¹⁴

From November 2022 to January 2023, the Promoting Reform Objectives through Technical Expertise and Capacity Transfer (PROTECT) Program, funded by Global Affairs Canada, conducted a series of trainings for GENADs and GFPs in the defence sector. The series was organized in cooperation with the DHP-MoD and the Ground Forces Command of the AFU. The GENADs

10 <https://zakon.rada.gov.ua/laws/show/930-2020-%D0%BF#n40>

11 <https://www.mil.gov.ua/ministry/struktura-apatu-ministerstva/departament-gumanitarnogozabezpechennya-ministerstva-oboroni-ukraini.html>

12 https://www.mil.gov.ua/content/mou_orders/mou_2023/46_nm.pdf

13 <https://www.facebook.com/100063790800238/posts/pfbid02x5U5ekDSGtiPR9nuZshQDXqrEeZU3hxxK5A9HUDA4Fvir7zzbsZjrFHBwx9gTNWpl/?app=fbl>

14 <https://t.me/militarymediacenter/1388>

and GFPs in the defence sector had previously received training in the summer of 2021, supported and delivered by UN Women, which included 4 online modules, 2 hours each.

Ninety people took part in 10 training sessions held in-person at PROTECT's office in Kyiv. The agenda was unique because it considered new security challenges and transformational processes taking place in the defence forces since February 24, 2022. The trainers aimed to develop participants' gender sensitivity; teach GBA basics; inform about the experience of NATO member states in increasing the effectiveness of defence forces through gender integration; raise awareness about Ukraine's gender regulatory and legislative framework and its implementation mechanisms; and provide practical recommendations on preventing and responding to CRSV by military personnel.

PROTECT considered the recommendations of the MoD, based on the results of previous training, regarding training content, duration, and format. Since 2020, in-person training events are uncommon among international technical assistance projects. Therefore, PROTECT's training program provided a unique opportunity to help establish face-to-face communication and coordination between the GENADs/GFPs and MoD representatives.

The training program included 4 modules:

1. Functionality and status of GENADs;
2. Gender aspects of supporting the defence forces activities;
3. Gender policy in the defence sector;
4. The role of GENADs in overcoming the consequences of CRSV.

As a result of the training, the GENADs and GFPs acquired new knowledge on implementing gender perspectives in the defence forces. This knowledge opens opportunities for sharing information not only in the MoD but also among the personnel. The information gathered during the preparation, conduct, and assessment of the training helped identify existing needs and possible ways to increase the effectiveness of the network of GENADs and GFPs.

METHODOLOGY

Seventy-five out of the ninety training participants were women

83%

Training participants represented structural units and specialized military formations of the MoD, structural units of the General Staff of the AFU, commands of the AFU types and branches, military units, military administration bodies, and higher military academic institutions. Seventy-five out of the ninety training participants were women (83%). Approximately 95% of participants were GFPS.

The following describes how data was collected for this report:

Step 1: desk analysis of existing gender studies, information, and guidelines developed for the security and defence sector of Ukraine;

Step 2: pre-training evaluation and surveying participants based on the results of the training by two questionnaires: 1) assessment of the acquired knowledge and skills and 2) event assessment.

Step 3: analytical interpretation of the information collected during discussions and informal communication with the training participants.

In Step 1, information reviewed included UN Women's Gender Impact Assessment of the Security and Defence Sector in Ukraine (2017)¹⁵ and the Institute of Gender Programs research reports, "Invisible Battalion 1.0. Women at War", "Invisible Battalion 2.0: The Return of Women Veterans to a Peaceful Life", and "Invisible Battalion 3.0. Sexual Harassment in the Military Sphere" (2015 to 2021)¹⁶. A number of previously developed guidelines for defence sector experts were considered: "Teaching Gender in the Military: a Handbook" (DCAF, 2016);¹⁷ "Defence and Gender" toolkit (DCAF, OSCE/ODIHR, UN Women, 2020);¹⁸ the "Guidebook on Gender Integration in the Ukrainian Armed Forces" (OSCE, 2020); "Guidelines on Integrating Gender Approaches in Training Specialists for the Security and Defence Sector of Ukraine" (UN Women, 2021);¹⁹ "Culture of Relationships in a Military Team: a Commander's Guidebook" (MoD Department of Social and Humanitarian Policy, AFU Humanitarian Studies Center, 2021);²⁰ "The Status of Implementation of the State Gender Policy in the Armed Forces of Ukraine" (Directorate General of the moral and psychological support of the AFU, the AFU Research Institute of the Humanitarian Issues, 2020).²¹

15 https://eca.unwomen.org/en/digital-library/publications/2018/07/gender-impact-assessment-of-the-security-and-defense-sector-in-ukraine-in-2017_europe

16 <https://invisiblebattalion.org/en/invisbat-2/>

17 https://www.dcaf.ch/sites/default/files/publications/documents/DCAF_Military_Handbook_Ukrainian_0.pdf

18 <https://www.osce.org/uk/odihr/468957>

19 <https://www.kmu.gov.ua/storage/app/sites/1/18%20-%20Department/18%20-%20PDF/08.2021/hei-web-final.pdf>

20 https://ukraine.unwomen.org/sites/default/files/Field%20Office%20ECA/Attachments/Publications/2021/10/HEI_web_UKR.pdf

21 <https://www.mil.gov.ua/content/gender/Hender20.pdf>

In Step 2, PROTECT used the Kirkpatrick four-level model for assessment. The first level of assessment aimed to determine how the participants reacted to the training, while the second level measured the acquired knowledge and skills. The third level considered whether the participants would be able to use the material in their current work. The results of the fourth level demonstrated how the training had affected the organization or unit they represented. The degree of effectiveness, applicability, and relevance of the information was assessed on a scale from 1 to 7 with a breakdown of respondents by gender.

In Step 3, PROTECT's experts used situational analysis and group discussions techniques after mini lectures, which allowed them to collect information and identify needs in the following areas:

- level of competence, knowledge, and skills corresponding to the topics of the training modules;
- efficiency in performing functions and tasks, liaison with the leadership or command, and coordination within the network;
- institutional culture, understanding of gender perspective in the defence sector;
- learning and capacity development.

The collected information is presented in sections corresponding to the training structure and covers 4 thematic modules. Pre-training survey results, general conclusions, and recommendations are presented in separate sections.

PRE-TRAINING SURVEY

Out of the total number of respondents surveyed before the training, 53% reported that they had not previously attended training on gender equality or gender policy in the defence sector.

Twelve (12) respondents received only basic training. One (1) person indicated that they participated in training related to gender policy in the defence sector. Thirty-two percent (32%) noted they had received both basic gender training and advanced training for the defence sector.

In addition to the questions asked, 25 respondents indicated that they had not performed their assigned functions, mostly due to their recent appointment.

The survey asked participants to evaluate the need for deepening their knowledge about the roles and responsibilities of gender advisors, gender mainstreaming in defence, and prevention and response to CRSV. Regardless of their previous training experience, most participants rated the need for training at 6-7 on a scale of 1 to 7.

Out of the total number of respondents surveyed before the training,

53%

reported

that they had not previously attended training on gender equality or gender policy in the defence sector.

The participants optionally provided information about the tasks they had performed after their appointment as GENADs and GFPs. The answers are summarized below:

- awareness-raising activities, data analysis, and preparation of proposals and reports, i.e., about infrastructure support, manning units for combat missions, providing women's uniforms, access to training and observance of gender equality while women are on active duty;

Participants frequently mentioned what they need to effectively perform their duties in the future, as summarized below:

- deepening theoretical knowledge, providing guidelines, in particular, on gender-sensitive communication;
- development and approval of clear instructions for GENADs, introducing clear algorithms of actions;
- coordination, conducting events to share information and lessons learned, networking and consulting;
- generalization and accessibility of the regulatory framework, statistics, and operational information on gender perspective integration in the defence sector;
- conducting trainings in leadership, transforming internal culture, and overcoming stereotypes;
- introducing a system of incentives for GFPs, encouraging and recognizing their work with merit certificates, letters of recognition, and their positioning in media;
- introducing positions of GENADs;
- institutionalizing gender policy in the Armed Forces, identifying priorities and tasks;
- providing and disseminating information for military personnel and civilians on behavior in captivity, other places of illegal detention, and in occupied territories.
- performing gender audits, surveys, and assessments;
- development of regulatory documents in accordance with the structural unit functions;
- participation in decision-making on personnel, i.e., equity of workload, vacation, and career development, as well as participation in appraisal and qualification commissions;
- statistical reporting and summarizing of materials, i.e., for the NATO questionnaire in 2020 and 2021;
- conducting educational events, workshops, and trainings;
- media coverage of women's role in the defence sector, preparation of videos, films, and TV stories;
- considering appeals of citizens and providing information;
- psychological counseling.

The training for GENADs and GFPs consisted of the following thematic modules:

MODULE 1.

FUNCTIONALITY AND STATUS OF GENADs IN THE DEFENCE SECTOR

Goals:

to update the experience of GENADs in the defence sector of Ukraine; to compare the GENAD functions defined by the Ukrainian regulatory framework with the relevant NATO provisions; to increase interest in gender mainstreaming and inform about its key principles; and to examine the gender-based analysis methodology.

Objectives:

- ▶ to discuss challenges in executing GENAD's functional responsibilities in peacetime and during armed conflict, issues of effective liaison with the leadership/command, and coordination;
- ▶ to identify differences in the functional responsibilities of GENADs in accordance with the Model Provision and NATO Bi-Strategic Command and Directive 040-00122;
- ▶ to inform about key principles of integrating gender perspective into defence forces in accordance with NATO Bi-Strategic Command Directive 040-001;
- ▶ to consider the stages of GBA on the example of military operations in accordance with NATO Bi-Strategic Command Directive 040-001.

Conclusions:



Participant's
comment,

*"In my department
everything is great with
gender: we have an almost
equal number of men and
women."*

Some participants confirmed that gender equality issues are often considered to be "women's issues". There is limited conceptual understanding of both gender perspectives in general and gender policy and priorities in the defence sector. Despite the awareness of national and institutional commitments in this area, GENADs lacked the knowledge and skills to implement their tasks in practice.

indicates the achievement of gender equality.

It is commonly believed that the GENAD functions are focused on human resources management and consist of, for example, monitoring the fairness of vacation schedules or the distribution of workload among male and female employees. Meanwhile, there is limited understanding of how to mainstream gender perspective directly into the unit's profile activity.

GBA is not systematically used as a key tool for integrating gender perspective.

Even though a small number of GENADs and GFPs are confident in GBA, use it in their work, and share successful cases, it can be argued that most participants were introduced to its methodology for the first time. GBA is not systematically used as a key tool for integrating gender perspective.

When analyzing the Model Provision on Gender Advisors, participants most often reported their experience in performing the following tasks: preparing thematic and analytical materials, memos, and recommendations; considering the principle of ensuring equal rights and opportunities for women and men during the development of regulatory documents; conducting educational events (workshops, trainings, etc.). The GENADs often emphasized that an equal number of women and men in their structural unit

When comparing the functions of GENADs and GFPs with the NATO Bi-Strategic Command Directive 040-001, participants most often pointed out that the Ukrainian Model Provision does not include tasks relating to liaison with the command, coordination within the network of GENADs, and GBA of military operations.

In general, participants confirmed that coordination and experience-sharing activities would allow them to increase the effectiveness of task execution. There were repeated comments that in order to effectively implement a gender perspective, it is necessary to conduct basic training for commanders or leaders to communicate the gender equality concept and further internalize gender policy.

In their evaluation forms, 93% of participants indicated that they had increased their knowledge about the function and status of the gender advisors in the defence sector.

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MODULE 2.

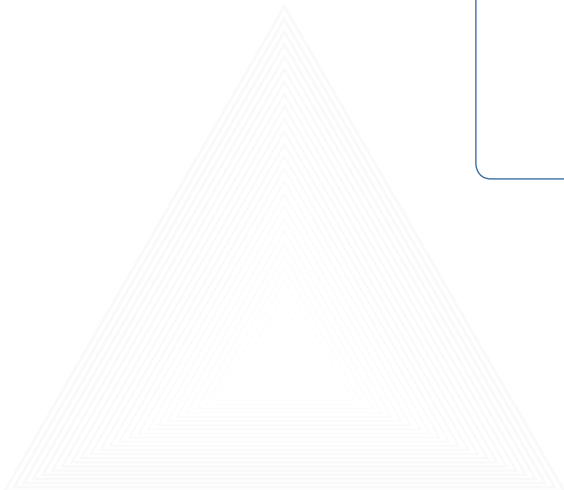
GENDER ASPECTS OF SUPPORTING THE DEFENCE FORCES ACTIVITIES

Goals:

to raise participants' awareness about the aspects of implementing gender equality in the security and defence sector; to form a strategic vision of the problems related to women and men and their impact on the effectiveness of state defence.

Objectives:

- ▶ to demonstrate how gender inequality affects human and financial resources of the state defence using the example of demographic, economic, and migration factors in Ukraine;
- ▶ to discuss the benefits of ensuring diversity in the Armed Forces and increasing the role of women in the AFU;
- ▶ to present the impact of stereotypes on recruitment, training, service, and combat action;
- ▶ to demonstrate positive examples of encouraging women to join the army through social media;
- ▶ to convey the importance of distinguishing and understanding the difference between equal rights, opportunities, and responsibilities of servicewomen and servicemen;
- ▶ to illustrate how women's needs are increasingly satisfied and their representation in positions in various branches of troops increased based on examples from Canada, the US, and the UK.





Participant's comment,

"The commander plays the key role. His decision influences the attitude towards women and men. There are units where men and women serve equally, and there are cases where the commander treats a particular gender differently. And not necessarily in terms of benefits or easier service conditions."



Participant's comment,

"It is psychologically very hard for men to perceive a woman's death. They blame themselves, so it can be an additional reason for them not to involve women in combat tasks."



Participant's comment,

"I have a friend who turned out to be a very good sniper. But when there had been a ban on holding combat positions, she had been registered as a cook. After the restrictions were lifted, she was able to play her role fully."

According to the training evaluations,

90%

of participants deepened their knowledge of the module topic.

Conclusions:

The participants had different levels of understanding of what problems men and women faced during military service and work in the MoD apparatus. Despite no bias in gender policy and no stereotypes in sex and gender expressed by the participants, at the beginning of the training, it was difficult for most of them to identify factors that lead to gender inequality and analyze how they impede the development of effective state defence forces.

Negative demographic and migration trends allowed the GENADs and GFPs to identify additional reasons and arguments for increasing women's involvement in the Armed Forces.

The next step was to broaden the perception that the number of women is an important indicator but not the only end result for gender equality policy implementation.

The difference in ensuring equal opportunities in accordance with the standards historically developed for men — from clothing to equipment adaptability — was illustrated by examples from the participants' personal experiences.

During the discussions, one of the most topical issues was the role of the commander in ensuring gender equality in the army.

In almost every group, participants shared their own observations and experiences about the commander's attitude and their significant impact on overcoming gender stereotypes and, conversely, on establishing direct and indirect discrimination in performing daily tasks and distributing workloads and rewards. Among other things, they mentioned the emotional barriers that arise when commanders make decisions about allowing women to perform tasks in the combat zone.

According to the training evaluations, 90% of participants deepened their knowledge of the module topic.

MODULE 3.

GENDER POLICY IN THE DEFENCE SECTOR

Goals:

to update and solidify the knowledge of the GENADs and GFPs on formulating and implementing gender equality policy at the state and agency levels, in particular; to improve communication and coordination with the authorized entities; to raise awareness about national and international obligations in ensuring equal rights and opportunities for women and men.

Objectives:

- ▶ to inform the participants about the system of executive authorities that cross-cut the implementation of gender policy in Ukraine;
- ▶ to reveal the capabilities of the parliament's control function in ensuring the implementation of gender policy;
- ▶ to present the horizontal and vertical links between the entities implementing the gender policy in the Ministry of Defence of Ukraine;
- ▶ to make a comparative analysis of the experience of integrating gender equality in the work of the Department of National Defence of Canada and the Ministry of Defence of Ukraine;
- ▶ to inform about gender integration in J structure;
- ▶ to explain the purpose of commitments to implement gender policy in accordance with Ukrainian legislation and international obligations;
- ▶ to reveal the main advantages and disadvantages of NAP 1325 "Women, Peace and Security" in connection with the challenges of the full-scale war;
- ▶ to demonstrate an example of cross-cutting integration of gender component in Canada's defence policy;
- ▶ to compare how Canada and Ukraine address the needs of women and men in the security and defence sector through the gender budgeting mechanism;
- ▶ to inform about the areas of gender equality implementation through the Strategic Defence Bulletin;
- ▶ to discuss the peculiarities of integrating the gender aspect into the defence sector human resources policy.



Participant's comment,

"There are practically no MPs who understand the real problems of servicewomen and servicemen. And we cannot send them inquiries and complaints on our own without the approval of the command. Therefore, there is a problem of understanding how this parliamentary control function can be executed."



Participant's comment,

"At the level of the Ministry of Defence of Ukraine, the role of the Gender Equality Department is very important, because the advisors need to communicate with each other, and the work of this Department facilitates communication."



Participant's comment:

"The foreign experience of financing health and fitness programs of the Canadian Armed Forces is very informative. This practice can be useful in Ukraine as well."

According to training evaluations,

94%

of the participants

reported an increase in their knowledge because of this thematic module.

Conclusions:

Participants generally had limited knowledge of the gender policy implementation system in Ukraine and in the MoD. However, some of them, mostly GFPs at the MoD, were partially familiar with documents such as the Strategic Defence Bulletin and NAP 1325.

The framework laws, such as the Law "On Ensuring Equal Rights and Opportunities for Women and Men"¹ and the Law "On Principles of Preventing and Combating Discrimination in Ukraine"², were not known to most of the audience.

When discussing the institutional mechanism for implementing gender policy, the hierarchy and functions of the relevant bodies and officials, the role and status of the Deputy Prime Minister for European and Euro-Atlantic Integration and the Government Commissioner for Gender Policy, these topics did not draw much interest and lively discussion, unlike the role of the Parliament and the deputy corps.

According to the GENADs and GFPs, the existing mechanism of addressing their complaints and requests to the members of Parliament is not effective for them.

Information about the gender perspective in the development of human resources policy — in accordance with the Strategic Defence Bulletin and the Concept of Military Human Resources Policy of the Ministry of Defence — was also new to the advisors. During the discussion, the difficulties in the practical implementation of the relevant objectives were repeatedly emphasized.

The overwhelming majority of participants reported that they were not involved in the implementation of national and international commitments on gender equality at their level.

The DHP-MoD argues that not all structural units of the MoD are involved in the implementation of international gender equality obligations, for example, UNSCR 1325.

According to training evaluations, 94% of the participants reported an increase in their knowledge because of this thematic module.

MODULE 4.

THE ROLE OF GENADS IN OVERCOMING THE CONSEQUENCES OF CONFLICT-RELATED SEXUAL VIOLENCE

Goals:

to raise participants' general awareness about the occurrence and types of gender-based violence, the role of defence forces in preventing and combating sexual abuse and CRSV in accordance with NATO Bi-Strategic Command Directive 040-001; to provide information on the types of CRSV, its use as a "weapon of war" or warfare tactic; to discuss the peculiarities of documentation and investigation of CRSV based on example of other countries.

Objectives:

- ▶ to inform about the types of gender-based violence and the policy of preventing and responding to GBV in accordance with NATO Bi-Strategic Command Directive 040-001;
- ▶ to examine, from a procedural point of view, the difference between peacetime sexual violence and CRSV, its types and most common forms in the context of the armed aggression of the Russian Federation since 2014;
- ▶ to discuss the guiding principles of a survivor-centered approach in accordance with the International Protocol on the Documentation and Investigation of Sexual Violence in Conflict;²³
- ▶ to inform about the experience of responding to CRSV in the Balkan countries and discuss the role of defence forces in detecting and recording war crimes.

23 https://www.un.org/sexualviolenceinconflict/wp-content/uploads/2019/06/report/international-protocol-on-the-documentation-and-investigation-of-sexual-violence-in-conflict/International_Protocol_2017_2nd_Edition.pdf

Conclusions:

When discussing the terminology, types, and mechanisms of the emergence of gender-based violence, participants were most interested in how to establish the fact of sexual harassment. As evidenced by discussions during the training, people

Participants regarded the memo²⁴ for members of the armed services on interaction with survivors as necessary and useful material. The most controversial issue was the role of the Armed Forces in recording cases of CRSV: some participants emphasized that identification and documentation is exclusively the responsibility of law enforcement agencies, while some others reported that civil-military cooperation groups collect information on sexual violence incidents.

Participants were most interested in how to establish the fact of sexual harassment

93%

of participants indicated that they increased

their level of knowledge on preventing and countering CRSV because of the training.

approach GENADs and GFPs with relevant complaints and expect responses, most often in the form of advice and consultations.

Unlike CRSV, which is actively discussed in the media, sexual exploitation is a new term for most GENADs and GFPs. In general, the participants supported the idea that prevention of CRSV and sexual exploitation should be included in mandatory training or briefings before deployment of military operations.

GENADs and GFPs often suggested that rape is the most common form of CRSV. Most of them agreed that the aggressor uses CRSV as a war tactic to intimidate and demoralize the population.

Among further awareness-raising steps, it was suggested to develop information materials for people who were captured or held in illegal detention.

Ninety-three percent (93%) of participants indicated that they increased their level of knowledge on preventing and countering CRSV because of the training.

The participants supported the idea that prevention of CRSV and sexual exploitation should be included in mandatory training or briefings before deployment of military operations.

24 <https://www.alineainternational.com/wp-content/uploads/2022/09/PROTECT-memo-EN.pdf>

GENERAL CONCLUSIONS

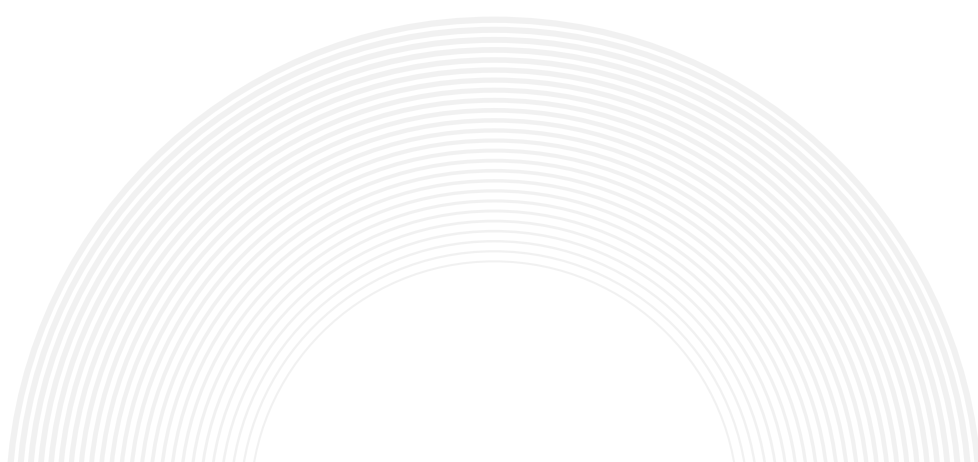
In the survey forms, participants emphasized the relevance and timeliness of the event. On a scale from 1 to 7, 88% of the advisors highly appreciated the opportunity to immediately apply the gained information in their work, choosing a value from 5 to 7. The same rating was given to the effectiveness of the event — 98% of the respondents indicated that the objectives were achieved. Ninety percent of the participants scored the relevance of the knowledge gained at 5-7 points.

It should be noted that most of the participants were open to new knowledge and actively participated in the discussions. The established atmosphere of trust allowed the participants to freely express their concerns, share experiences, and discuss possible solutions to their challenges. Occasional cases of sexist comments and statements occurred at the beginning of the training, which can be attributed to the lack of understanding of gender perspectives. Most of the GFPs reported their interest in deepening their knowledge and improving their performance, despite the high workload in their main functional area.

Eighty-three (83%) of the training participants were women. Participants often focused on examples of discrimination against men in the defence forces and emphasized that women in the sector should have equal responsibilities with men, and not just enjoy equal rights and opportunities. Some participants cited examples of servicewomen who demanded unjustified preferences during their service compared to men. Non-compulsory military service for women was repeatedly mentioned as an example of gender inequality and discrimination against men. According to the survey results, the GENADs and GFPs plan to apply the knowledge and skills they have gained to conduct outreach activities with leadership/command and staff, disseminate the knowledge in working groups, inform personnel, train units involved in combat operations, and conduct GBA while carrying out their duties.

In the evaluations, participants made recommendations and suggestions that are summarized as follows:

- **Increasing the duration of the training and expanding the thematic blocks.** Participants repeatedly proposed to deliver 2- or 3-day in-person training. Topics identified for deeper exploration were GBA Plus and the application of international humanitarian law by military personnel;
- **Providing information and methodological materials:** manuals, guidelines, memos, and standardized forms for surveys, audits, analysis, and reporting. Many participants were interested in the experience of other countries. It was proposed to supplement the training materials with, for example, videos in which foreign GENADs in the defence sector inform about their work, challenges, action algorithms and share useful advice;
- **Conducting preliminary testing** and dividing participants into groups according to their level of knowledge;
- **Diversifying teaching methods** with case studies, group work, and didactic games (if training duration could be increased).



To increase the effectiveness of the network of GENADs and GFPs in the defence sector, participants suggested the following steps:

- **Development and approval of the instructions on the functional responsibilities of GENADs in the defence sector.** Participants repeatedly emphasized that their functionality was not defined. In general, many participants considered the functions listed in the Model Provision to be too general and not always relevant to the defence sector. Clear algorithms of actions and tools (standardized forms, methodologies, etc.) that gender advisors could use in their daily work would increase their performance;
- **Coordination and experience sharing.** At the end of the training, most participants asked for more frequent events for the network of GENADs and GFPs. According to the advisors, coordination meetings and networking will allow them to share information, launch joint initiatives, and get advice from more experienced colleagues. Due to the high turnover of GFPs, such measures would help newly appointed persons to get up-to-speed faster;
- **Increasing the number of training events, including with the involvement of the leadership.** As the participants pointed out, regular and systematic training courses would help to increase their professional competence and, in general, integrate gender perspective in the defence sector. Participants identified that training leadership was crucial for GENADs and GFPs to successfully fulfill their duties. In order to transform the culture and raise awareness of gender issues, GENADs and GFPs almost always emphasized the need for leadership or commanders to participate in training events. According to the participants, presenting the training material to the leadership by professional speakers could be a key to increase inclusion of GENADs and GFPs in work processes and better understanding of their role;
- **Reaching a wider audience in the defence sector.** To increase the overall level of understanding of gender issues in the defence sector, it was proposed to involve and train not only GENADs/GFPs and leaders but also professors of higher military academic establishments at all levels. It was also recommended to introduce short briefings for AFU personnel;
- **Recognition of achievements and encouragement.** The GFPs who participated in the training reported that the work associated with gender mainstreaming was emotionally exhaustive. Rejection, ridicule, and lack of commitment to gender issues forced them to look for new arguments, methods, and means to convincingly convey the importance of the relevant policy. As one of the participants pointed out, recognition of efforts by awarding certificates or publicly acknowledging achievements by the MoD leadership or the AFU command would motivate and encourage them to continue working and changing the internal culture;
- **Introducing full-time positions.** GFPs pointed out the wide range of tasks assigned to them and the double workload due to their main positions. In their opinion, increasing the number of GENADs would allow them to achieve more visible and significant results.

RECOMMENDATIONS FOR THE MOD AND GENERAL STAFF OF THE AFU:

1. Institutional capacity

- 1.1.** Develop and internally adopt a job description or terms of reference for GENADs and GFPs in the defence sector of Ukraine, which would consider the nature and specifics of work unaccounted for in the Model Provision.
- 1.2.** Develop methodological recommendations, manuals, and other awareness materials on performing the functional duties for GENADs and GFPs in the defence sector of Ukraine in line with the NATO principles and recommendations.
- 1.3.** Provide necessary resources and technical support to the DHP-MoD to coordinate the GENADs and GFPs network in the defence sector through regular (quarterly) meetings, capacity-building events (annual), reporting and monitoring activities (semi-annual).
- 1.4.** Raise awareness among institutional leaders and those at the command or branch head level about gender integration according to NATO guidelines and organizational principles. This will increase individual gender-related competencies and ensure unity of efforts with GENADs and GFPs.
- 1.5.** Strengthen the vertical structure of gender advisors in compliance with the Strategic Defence Bulletin of Ukraine provisions by creating the GENAD position to the MoD.

2. Coordination, accountability, and oversight

- 2.1.** Establish standard functional reporting of GENADs and GFPs to the DHP-MoD using a specific template, particularly on implementing GBA, training, and participation in working groups. Reporting to be shared periodically with the Deputy Minister in charge of the DHP.
- 2.2.** Hold a strategic session with representatives of the MoD and commands from the various AFU branches to develop and approve the network's vision for the upcoming years.
- 2.3.** Collect information from GENADs and GFPs on implementing the NAP 1325 tasks assigned to the MoD and the AFU and share finalized reports.

3. Recognition of excellence

- 3.1.** Hold annual networking event for GENADs and GFPs of the defence sector to engage in mentorship, knowledge, and experience sharing, as well as awarding, for example, letters of recognition from leadership for contribution to the implementation of the policy of equal rights and opportunities for women and men in the defence sector.

4. Education and training

- 4.1.** Develop standardized basic and advanced training courses for GENADs and GFPs in the defence sector, with the provision of a certificate of completion (for example, based on an online platform).
- 4.2.** Conduct a multi-day training program for GENADs to the commanders of various AFU branches on GBA Plus to consider the different security needs and priorities of women, men, girls, and boys when planning and executing operations to improve operational effectiveness.
- 4.3.** Conduct an in-depth, multi-day training program for GFPs in the structural units of the MoD on the design, implementation, monitoring, and evaluation of gender-responsive policies in the defence sector. Differentiate and divide groups receiving training based on the level of knowledge and the thematic area of work.
- 4.4.** Ensure AFU personnel are briefed on identifying, preventing, and responding to gender-based violence in line with the NATO guiding principles of conduct.
- 4.5.** Conduct a Training of Trainers for professors of the academic defence establishments and the instructors of military training grounds on gender mainstreaming in the defence sector.
- 4.6.** Consider establishing a mentorship program with international peers — GENADs and GFPs of NATO member states — to enhance knowledge based on international best practices.

