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## Background paper

# Implementing the Women, Peace and Security Agenda in Peace Operations: Overview of Recent Efforts and Lessons Learned

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The purpose of gender mainstreaming in peace operations is to ensure that the needs of men and women in host societies are met adequately, and documents such as Resolution 1325 are important tools for international organizations and peacekeeping troops in this work. The success of mainstreaming, however, depends on how seriously international actors incorporate gender sensitivity into their policies and practices.<sup>2</sup>

<sup>1</sup> The author would like to thank Renée Massicotte, M.A, St-Paul University, for her valuable research and input on this paper.

<sup>2</sup> Johanna Valenius, “A Few Kind Women: Gender Essentialism and Nordic Peacekeeping Operations,” *International Peacekeeping* Vol. 14, 4 (2010): 519.

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## **I. Introduction**

In 2010, the international community celebrated the tenth anniversary of the adoption of United Nations Security Council Resolution (UNSCR) 1325 on women, peace and security. Heralded as a landmark resolution, UNSCR 1325 has become the main tool for supporting and promoting women's rights and empowerment in peace and security. Complemented by four additional resolutions,<sup>3</sup> the Women, Peace and Security (WPS) framework as it is often referred to, provides the basis for advocacy, education, reform and capacity building on gender equality and women's rights, as they relate to peace operations.<sup>4</sup>

The objective of this paper is two-fold. First, it will examine recent policy initiatives for implementing the WPS resolutions in peace operations and assess some of the impacts of these policy initiatives on the planning, conduct and training for peace operations. Second, the paper will discuss specific requirements for further translating the norms of the WPS resolutions in peace operations. In doing so, it is hoped that the paper will generate specific, current information and analysis on the operationalization of the WPS resolutions, and provide policy and programming options for government and civil society alike.

The paper begins with a brief overview of the UNSCRs constituting the WPS framework, followed by a discussion of the status of the implementation of that framework in peace operations. The paper then draws on the Pearson Peacekeeping Centre's (PPC) experience in capacity building for peace operations as well as current research and thinking to identify key strategic and operational considerations. Finally, the paper concludes by identifying examples of good practices for translating the norms of WPS and suggests a number of recommendations for future action and research.

## **II. Brief Overview of UNSCRs on Women, Peace and Security (WPS)**

As of 2011, the UN Security Council has adopted five resolutions on women, peace and security. These resolutions constitute a comprehensive, if not groundbreaking, normative framework for gender equality and women's empowerment in armed conflict and post-conflict situations.

The UN adopted its first resolution on WPS in 2000, UNSCR 1325, in recognition of the different ways in which women, men, boys and girls experience conflict and post-conflict, and of the important role that women play in the prevention, management, and resolution of conflicts.

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<sup>3</sup> These are UNSCRs 1820 (2008), 1888 (2009), 1889 (2009) and 1960 (2010).

<sup>4</sup> The term peace operations is used here to define the range of operations conducted by all actors and encompassing all types of operations, including traditional peacekeeping, peace enforcement, reconstruction and stabilization operations. For the purpose of this paper, this includes operations conducted under the auspices of the United Nations, African Union, the European Union and the North Atlantic Treaty Organization. In addition, while there is certainly overlap between peace operations and peacebuilding efforts, this paper views each as being part of distinct stages of the conflict continuum.

The resolution underlines the need for gender-sensitive approaches to the restoration of peace and stability in post-conflict contexts, and the need to incorporate a gender perspective into all aspects of peace operations.

In 2008, the Security Council adopted UNSCR 1820, which specifically addresses the issue of sexual and gender-based violence (SGBV) in armed conflict. UNSCR 1820 recognizes that SGBV, when used systematically, can significantly exacerbate armed conflict; as a result, the resolution urges concrete measures to protect women from SGBV during conflict. The resolution also calls for training to help prevent, recognize and respond to incidences of SGBV and encourages member states to deploy a higher percentage of women military and police peacekeepers.

Two subsequent resolutions were adopted in 2009, UNSCRs 1888 and 1889 which reinforce resolutions 1820 and 1325 respectively. UNSCR 1888 mandates peace operations to protect women and children from SGBV, requests more systematic monitoring and reporting on conflict-related sexual violence and calls for the appointment of a Special Representative of the Secretary-General (SRSG) to provide leadership on issues of SGBV. To that end, in February 2010, Margot Wallström was appointed as Special Representative on Sexual Violence in Armed Conflict to provide coherent and strategic leadership on the issue.

UNSCR 1889 calls for improved monitoring and reporting mechanisms through, among other things, the creation of new measures to improve women's participation during all stages of peace processes and the development of global indicators to track the implementation of resolution 1325. In response to this call, the UN Secretary General presented a list of 26 indicators to the Security Council in April 2010.<sup>5</sup>

UNSCR 1960 is the fifth and latest resolution on WPS. Adopted in December 2010, the resolution defines institutional tools for combating impunity, such as the "naming and shaming" list and referrals to the UN Sanctions Committees and to the International Criminal Court (ICC). It also outlines specific steps to ensure prevention of and protection from sexual violence in conflict, including a more robust monitoring and data collection arrangement.

Together, the five UNSCRs on WPS establish international norms on the participation and representation of women at all levels of decision-making, the protection and promotion of women's and girls' rights, the protection of women and girls from SGBV, accountability and law enforcement, gender-sensitive training and the mainstreaming of gender perspectives in peace operations. The importance of these resolutions lies in the intricate link between the protection of women's rights and their empowerment in all aspects of peace and security processes, and the maintenance of international peace and security.

While the resolutions are not legally binding,<sup>6</sup> the principles they propose are increasingly being recognized and endorsed by states and organizations alike, reflecting their growing influence on

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<sup>5</sup> See Secretary General's report S/2010/173.

<sup>6</sup> Many authors refer to these resolutions as legally binding. However, as thematic resolutions adopted under Chapter VI of the UN Charter (referring to noncoercive measures), these resolutions are not binding under international law. Nevertheless, it could be argued that over time, as the principles become more and more entrenched, a norm could

policy-making and programming. The following section will explore policy initiatives by various organizations directly involved in peace operations for implementing the WPS resolutions.

### III. Current State of WPS Implementation Pertaining to Peace Operations

Numerous organizations have taken steps to implement the UNSCRs on WPS. While the UN system (at headquarters and in the field) is at the forefront of implementation, regional organizations have also developed policy initiatives for translating the WPS norms into practice. These include the African Union (AU), the European Union (EU), and the North Atlantic Treaty Organization (NATO). Box 1 below outlines the main policy initiatives taken by the four organizations.

| Box 1: Policy Initiatives to Implement the Women, Peace and Security Resolution |   |
|---|---|
| UN  | <ul style="list-style-type: none"> <li>• Relevant UNSCRs on Women, Peace and Security</li> <li>• DPKO/DFS Policy on Gender Equality in UN Peacekeeping Operations (2006)</li> </ul>   |
| AU  | <ul style="list-style-type: none"> <li>• African Union Gender Policy and Action Plan (2009)</li> <li>• Solemn Declaration on Gender Equality in Africa (2004)</li> </ul>  |
| EU  | <ul style="list-style-type: none"> <li>• Implementation of UNSCR 1325 as reinforced by UNSCR 1820 in the context of training for the ESDP missions and operations – recommendations on the way forward (2009)</li> <li>• Implementation of UNSCR 1325 as reinforced by UNSCR 1820 in the context of ESDP (2008)</li> <li>• Comprehensive Approach to the EU Implementation of the United Nations Security Council Resolutions 1325 and 1820 on Women, Peace and Security (2008)</li> <li>• EU Guidelines on Violence and Discrimination Against Women and Girls (2008)</li> </ul> |
| NATO  | <ul style="list-style-type: none"> <li>• Bi-Strategic Command Directive 40-1 on Integrating UNSCR 1325 and Gender Perspectives in the NATO Command Structure Including Measures for Protection During Armed Conflict (2009)</li> </ul>  |

#### *United Nations*

To date, UNSCRs on WPS have had some impact on the way UN peace operations are conducted. WPS resolutions have provided an overall framework for addressing gender in peace operations, including the development of guidance for operations and training. The UN

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take on a legally binding character despite their non-binding origin. For an explication of the legality of UNSCR 1325, see Torunn L. Tryggstad, “Trick or treat? The UN and Implementation of Security Council Resolution 1325 on Women, Peace and Security,” *Global Governance*, Vol. 15 (2009): 539-557.

Department of Peacekeeping Operations (DPKO) and Department of Field Support (DFS) initiatives include the adoption of a *Policy Directive on Gender Equality in Peacekeeping Operations* in November 2006, which outlines core obligations for all peace operations staff to facilitate gender mainstreaming and promote gender equality. The UN DPKO and DFS have also developed guidelines for *Integrating Gender Perspectives into the Work of United Nations Police in Peacekeeping Missions* (2008) and for *Integrating a Gender Perspective into the Work of the United Nations Military in Peacekeeping Operations* (2010), in collaboration with the UN DPKO Police Division and Office of Military Affairs (OMA) respectively. These guidelines are meant to provide military and police at different levels (strategic, operational, and tactical) with the necessary practical tools and resources to translate the UN resolutions into practice. However, the Guidelines have yet to be widely disseminated and translated into practical training material and concrete efforts on the ground. This process is currently underway.

The UN DPKO has also recently developed a Core Pre-deployment Training Module (CPTM) specific to WPS, which member states are encouraged to use as part of their training, in addition to the above Gender Guidelines for military and police. While these are key training resources, they remain generic in nature and must be complemented by mission-specific information. In addition, as a national responsibility, pre-deployment training is normally undertaken by the troop and/or police contributor itself and will therefore vary from country to country, and even among institutions within individual countries.

While some progress has been achieved in developing training geared towards the implementation of the WPS resolutions in missions, less emphasis has been placed on developing guidelines for integrating gender perspectives as part of mission planning (i.e. for the Integrated Mission Planning Process, IMPP), for heads of mission and the mission leadership team (MLT), and for military contingents and formed police units (FPUs). Work is currently underway to address the first and third gap, however, the second remains unaddressed.<sup>7</sup>

The resolutions have also provided the basis for the UN's efforts to increase the representation of both civilian and uniformed women in peace operations. In August 2009, the UN launched a global campaign to increase the deployment of women police and military, setting targets of 20 per cent for the police by 2014 and 10 per cent for the military by 2020.<sup>8</sup> While there have been concerns on the part of troop contributing countries regarding the military target, it is worth mentioning the increase in female police officers since the beginning of the campaign, and the commitment by many African and Asian member states to deploy more women to peace operations.<sup>9</sup> Their presence of female uniformed is also "positively viewed by host countries."<sup>10</sup> Nevertheless, their proportion within most missions remains low.

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<sup>7</sup> Indeed, the *Considerations* document prepared for the UN DPKO contains only very limited information on gender and women, peace and security.

<sup>8</sup> IRIN Global, *Gender: Women UN Peacekeepers – more needed* (2010). Available at: [www.irinnews.org/Report.aspx?ReportId=89194](http://www.irinnews.org/Report.aspx?ReportId=89194).

<sup>9</sup> Examples include the deployment of all-female FPUs by India and Bangladesh, as well as the increased deployment of female UN police officers by African countries including Nigeria and Zambia.

<sup>10</sup> UN DPKO/DFS, *Ten-year Impact Study on Implementation of UN Security Council Resolution 1325 (2000) on Women, Peace and Security in Peacekeeping* (2010): 38.

In 2010, the Gender Unit within DPKO published a *Ten-year Impact Study on the Implementation of UN Security Council Resolution 1325 (2000) on Women, Peace and Security in Peacekeeping*.<sup>11</sup> The study sought to assess the impact of peace operations in advancing women's rights and gender equality over the last ten years. In general, the study points to peace operations' mixed impact, especially when it comes to improving women's participation in peace processes, ensuring the fair treatment of women and girls in DDR programmes, and in protecting women and girls from sexual and gender-based violence. The impact within the missions themselves is even less optimistic. To date, gender advisers (GAs) are present in ten UN integrated missions and gender focal points are present in six traditional peacekeeping missions. Gender units are said to be understaffed, under resourced and lacking the adequate technical expertise required to support the implementation of its mandate in relation to UNSCR 1325.<sup>12</sup> Their role and responsibilities within missions are also dependent on the support from mission leadership.

While the UN has also developed guidelines to assist the various functional areas of a mission to integrate gender considerations as part of their work, the study finds that "the integration of gender dimensions in the programming of functional areas depends on the commitment of the senior leadership to ensure their managers do so."<sup>13</sup> The commitment to gender mainstreaming by senior managers also varies across missions, directly affecting the level of impact on the ground. The study underlines the lack of accountability of senior mission management as a key challenge in ensuring compliance with both the resolutions and DPKO/DFS policies and guidelines.<sup>14</sup> Finally, the study points to a lack of coordination across the UN System as a major impediment to ensuring a clear strategy on gender mainstreaming.

### *African Union*

The African Union cites a multi-faceted approach as crucial to its gender architecture.<sup>15</sup> Though encompassing a broad strategy of gender mainstreaming across organizational and operational structures, this approach in recent years has focused more explicitly on the women, peace and security agenda. The *Solemn Declaration on Gender Equality in Africa* (SDGEA) adopted by the AU Heads of State and Government in July 2004 stands as one of its most relevant contributions to this effort. By including provisions for greater female involvement in peace operations, it targets the historic lack of women participants in peace processes from prevention through to reconstruction. Cognizant of the special risks that women and girls face in armed conflict, the

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<sup>11</sup> Ibid.

<sup>12</sup> Gender officers will vary in scope and strength, however, they ensure the incorporation of a gender perspective as part of the mission's rules and operations, promote and support the active participation of women in post-conflict reconstruction processes, conduct gender training and sensitization activities on gender issues.

<sup>13</sup> UN DPKO/DFS, *Ten-year Impact Study*, 38.

<sup>14</sup> Ibid., 10.

<sup>15</sup> African Union Peace and Security Council (AU PSC), *Briefing Note: Mitigating Vulnerabilities of Women and Children in Conflict* (March 2010): 2. [http://www.africa-union.org/root/au/organs/223%20Report%20-%20Women%20and%20children-final%20%20\\_Eng%20\\_.pdf](http://www.africa-union.org/root/au/organs/223%20Report%20-%20Women%20and%20children-final%20%20_Eng%20_.pdf).

Declaration also explicitly prohibits the exploitation of women as sex slaves and demands a broader and more sensitive acknowledgment of SGBV.<sup>16</sup>

Building on this commitment, in 2009 the AU released its first ever *African Union Gender Policy* (AUGP) and Action Plan. Echoing the SDGEA, the AUGP reiterates the AU's commitment to promoting the effective participation of women in peace operations and security processes. The AUGP suggests that women's involvement in conflict management activities in peace operations, conflict resolution, and post-conflict reconstruction is central to the organization's success.<sup>17</sup>

Cited by the AU as an effort "to enhance the role of women in creating an enabling, stable and peaceful environment for the pursuit of Africa's development agenda," the AUGP's commitment to promote the effective participation of women in peace operations places several demands on the organs of the AU, the Regional Economic Communities (RECs), and member states. These include:

- the use of UNSCRs 1325 and 1820 for gender mainstreaming in policy and practice when working in peace and conflict;
- the development of coherent and effective strategies through the creation of regional consultative platforms for greater exchange and knowledge sharing;
- the recruitment and deployment of women in mediation and post-conflict processes;
- collaboration with UN bodies and AU organs to improve truth-telling transitional justice mechanisms for the benefit of women and girls in need of recognition and redress for violations incurred during a given conflict;
- guaranteeing enhanced attention to the risks and challenges faced by women and children in peace operations; and
- a call to support gender sensitization and education on gender-based violence in all training incurred by peacekeeping forces and humanitarian actors.<sup>18</sup>

Targets for parity in achieving these goals across the AU, member states, and RECs have been set for 2015 through to 2020.<sup>19</sup>

Closely coinciding with the AUGP's launch was an AU Assembly decision, declaring the period 2010 to 2020 as Africa's Decade for Women. Launched in October 2010, the decade is conceived as a forum for the collaborative efforts of the AU Office of the Chairperson's Women, Gender and Development Directorate, the AU Peace and Security Department (PSD), the Peace and Security Council (PSC), and the Panel of the Wise to further the implementation of UNSCRs

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<sup>16</sup> Ibid. More critically, the Declaration commits all AU members to annual progress reports of the SDGEA, though many countries still have not ratified the Declaration, and many others have failed to provide annual progress reports.

<sup>17</sup> African Union Gender Policy (AUGP), REV 2/Feb 10, 2009, Part III, AU Gender Policy Commitments, 19. [http://www.usip.org/files/Gender/African\\_Union\\_Gender\\_Policy\\_2009.pdf](http://www.usip.org/files/Gender/African_Union_Gender_Policy_2009.pdf)

<sup>18</sup> Ibid., 19-20.

<sup>19</sup> Ibid.

on WPS, while specifically addressing issues such as violence against women, peacebuilding and reconstruction.<sup>20</sup>

In this vein, the AU's Gender Directorate and the Peace Support Operations Division (PSOD) are currently developing a Gender Training of Trainers (ToT) Manual and validation workshop for military, police, and civilian personnel deployed as part of an AU or AU/UN hybrid mission. Anticipated for completion in the second half of 2011, this initiative shows promise for the implementation of gender mainstreaming in AU peace operations. Following the validation workshop, a series of ToT workshops are planned. The workshops are expected to impart gender-sensitive skills and knowledge on staff engaged in peace operations.<sup>21</sup> Meanwhile, gender mainstreaming in the AU has been furthered through the deployment of gender experts in the PSOD and AU Liaison Offices. In addition, a Special Representative on Women, Peace, and Security has been appointed, who will act as a point of contact for AU-UN partnership on women, peace and security issues.<sup>22</sup>

### ***European Union***

The EU's *Comprehensive Approach to the EU Implementation of the United Nations Security Council Resolutions 1325 and 1820 on Women, Peace and Security (2008)*<sup>23</sup> and *Implementation of UNSCR 1325 as reinforced by UNSCR 1820 in the Context of ESDP (2008)*<sup>24</sup> figure as the organization's two most significant policy documents with regards to the women, peace, and security agenda. While the former aims to achieve this agenda holistically, the latter serves the distinct needs of Common Security and Defence Policy (CSDP) missions and operations. As an operational document, its emphasis on the complete cycle of CSDP missions and operations from planning to follow up has translated into a practical approach with similarly tangible results. Also in 2008, the EU adopted *EU Guidelines on Violence and Discrimination Against Women and Girls*.

Despite the concrete actions that have been taken, the task of implementing UNSCR 1325 and subsequent UN resolutions within all stages of CSDP missions and operations is nevertheless perceived by the EU Council as an objective in need of constant vigilance.<sup>25</sup> The 2010 EU Parliament Study identifies clear gaps in the implementation of the UN WPS resolutions. For example, while there appears to be progress in terms of the integration of gender perspectives as part of CSDP mission and operations mandates (also called Joint Actions), similar integration is not happening as part of mission and operation planning.<sup>26</sup> In addition, of the 21 GAs deployed within the 12 ongoing CSDP missions and operations, 12 are dedicated GA and eight are double-hatted as gender and human rights advisers. They often lack dedicated gender budgets for projects and activities and clear job descriptions and guidance, thereby having to rely on their

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<sup>20</sup> AU PSC, *Briefing Note*, 3.

<sup>21</sup> *Ibid.*

<sup>22</sup> *Ibid.*

<sup>23</sup> EU document 15671 (2008).

<sup>24</sup> EU document 15782/3/08 Rev 3 (2008).

<sup>25</sup> European Union (EU) Parliament, *Implementation of EU Policies Following The UN Security Council Resolution 1325*, Directorate-General for External Policies, Policy Department, 2010, i.

<sup>26</sup> *Ibid.*, xii.



context and experience.<sup>27</sup> Furthermore, according to the study, there are no core gender modules as part of training for CSDP missions and operations, nor is gender training for heads of missions required.<sup>28</sup>

The introduction of GAs in CSDP missions and operations can be seen as a direct outcome of these new policy documents, with all missions and operations having a GA.<sup>29</sup> In general, GAs will act as the first point of contact with civil society and non-governmental organizations (NGOs), provide input to the Head of Mission, and conduct gender training for incoming staff.

Other initiatives include the establishment of the inter-agency Taskforce on Women, Peace and Security, Gender Focal Points across EU institutions and Delegations, as well as a Gender Focal Point Network.<sup>30</sup> Created in 2009, the Taskforce consists of 15 gender staff and gender focal points from across all EU institutions working on women, peace and security and has as its main objective “to operationalize implementation of the Comprehensive Approach.”<sup>31</sup> To that end, the Taskforce developed a set of 17 indicators to help monitor the implementation of the Comprehensive Approach and operational document. Namely, they seek to identify quantitative measures such as:

- the proportion of diplomatic, civilian, and security staff participating in UN or CSDP operations or missions who have received gender training;
- the number of CSDP missions and operations that have explicitly integrated gender/women, peace, and security in their policy documents and their reporting rate;
- the proportion of CSDP missions and operations with GAs and focal points;
- the reporting rate by CSDP staff with regards to cases of sexual exploitation and abuse; and
- the percentage of EU Special Representatives activity reports that specifically discuss women, peace, and security.<sup>32</sup>

Building on these developments, in November 2009 the Council approved a revised version of the document, *Implementation of UNSCR 1325 as reinforced by UNSCR 1820 in the context of training for the ESDP missions and operations – recommendations on the way forward*. Developed in recognition of the need for better and more cohesive pre-deployment training, the guidelines and recommendations found in the document pertain to all staff deployed in CSDP missions and operations. The document also outlines the need to enhance the availability and access of gender training by developing standardized training curricula on the implementation of

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<sup>27</sup> Ibid., 59 and 62.

<sup>28</sup> Ibid.

<sup>29</sup> See EU Parliament, *Implementation of EU Policies*, 59-61 for list of GAs in CSDP missions, and Women, Peace and Security: the European Union in Action, 22 for list of ongoing CSPD missions and operations as of January 2011.

<sup>30</sup> EU Parliament, *Implementation of EU Policies*, xi.

<sup>31</sup> Ibid., 32.

<sup>32</sup> Council of the European Union, *Lessons and best practices of mainstreaming human rights and gender into CSDP military operations and civilian missions*, 30 November 2010, 26.

UNSCRs 1325 and 1820 in CSDP missions and operations.<sup>33</sup> The Council has since begun the process of elaborating standard gender training elements.<sup>34</sup>

The EU has noted several areas in which improvement is still necessary. Attention is still required with regard to the need for greater integration of women in negotiation, democratization, and electoral processes, and greater dialogue with women's organizations has been recommended. Sexual and gender-based violence has also been identified as a grave concern in need of a stronger response. Going forward, both a clearer set of orders and better training of security services have been named by the EU as recommended actions. Stressing leadership both at headquarters and in the field, the EU has positioned gender mainstreaming as not only the responsibility of gender advisors, but ultimately that of its senior operation and mission management staff through its effective allocation of support, backing, and resources to gender advisors and their shared objectives.<sup>35</sup>

## *NATO*

Following NATO's formal commitment to implementing UNSCR 1325 in December 2007, NATO issued the *Bi-Strategic Command Directive 40-1* in September 2009. Consistent with UN, EU, and national action plans on UNSCR 1325, the Directive aims to integrate gender perspectives in NATO's bodies and operations through a set of guidelines and standards of behaviour. NATO has also explicitly sought to implement UNSCR 1325 and a gender-sensitive approach in its training and education programmes.<sup>36</sup>

In moving forward with its commitment, NATO has identified several working mechanisms through which to pursue the implementation of UNSCR 1325. These include:

- a military-civilian task force to coordinate the work on UNSCR 1325 across the organization;
- the establishment of the NATO Office on Gender Perspectives within the International Military Staff (IMS), tasked with "collecting, providing and sharing information regarding national programmes, policies and procedures on gender-related issues," as well as implementation of WPS resolutions;<sup>37</sup>
- changing the terms of reference and name of the Committee on Women in the NATO Forces (CWINF) to the NATO Committee on Gender Perspectives tasked "with promoting gender mainstreaming as a means of making women's as well as men's concerns and experiences an integral dimension of the design and implementation" as well as monitoring and evaluation of NATO policies, programmes, and military operations;

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<sup>33</sup> Women, Peace and Security: the European Union in Action, February 2011, 20-21

<sup>34</sup> Council of the European Union, *Lessons and best practices*.

<sup>35</sup> Women, Peace and Security: the European Union in Action, February 2011, 21-22

<sup>36</sup> [http://www.nato.int/cps/en/SID-5970EE5F-7393A087/natolive/topics\\_56984.htm](http://www.nato.int/cps/en/SID-5970EE5F-7393A087/natolive/topics_56984.htm)

<sup>37</sup> The IMS is the executive body of the Military Committee, which is NATO's senior military authority. See NATO Web site, *International Military Staff*, [http://www.nato.int/cps/en/SID-48F9A8D6-55CA77B8/natolive/topics\\_64557.htm](http://www.nato.int/cps/en/SID-48F9A8D6-55CA77B8/natolive/topics_64557.htm)? (accessed 29 May 2011).

- the establishment of a Gender Perspectives Working Group within Allied Command Operations (ACO) tasked with furthering the implementation of UNSCR 1325 in the planning and execution of NATO operations; and
- the deployment of gender advisors to mission headquarters to promote the women, peace, and security agenda.

Since 2007, the NATO Committee on Gender Perspectives (formerly the Committee on Women in the NATO Forces, CWINF) has published a number of documents to promote gender mainstreaming into military procedures and “to contribute to the development of a general approach to the mainstreaming of a gender perspective in NATO’s military operations.”<sup>38</sup> The documents include guidance for NATO gender mainstreaming, best practices to improve gender balance, recommendations on implementation of UNSCR 1325, and a template for the design of pre-deployment gender training.<sup>39</sup>

NATO highlights the creation and deployment of GAs to International Security Assistance Force (ISAF) headquarters since October 2009 as the Directive’s most significant impact on the the context of the women, peace, and security agenda.<sup>40</sup> According to the organization, GAs have been particularly successful in integrating themselves as part of HQ staff while at the same time enhancing situational awareness, improving trust, and establishing a rapport with the civilian population. The creation of a network with Regional Commands, PRTs, NGOs and women’s organizations has also contributed to the effectiveness of operations through a force multiplier effect.<sup>41</sup>

Though pleased with the outcomes of its working mechanisms in NATO-led operations thus far, NATO has articulated its commitment to a long-term approach to gender mainstreaming in recognition of the “continuous and shared effort” that its institutionalization requires. In that vein, NATO established in May 2010 the Allied Command Operations (ACO) Gender Perspective Working Group as the lead mechanism tasked with implementing UNSCR 1325 and related “recommendations and operational lessons identified in all aspects of NATO-led operations.”<sup>42</sup>

Similar challenges to the UN have been identified with regards to NATO’s implementation of UNSCR 1325, however, including limited national will, policies, and laws; caveats; the challenge of convincing national commanders and key NATO leaders; staff skepticism; and the insufficient commitment to the implementation of the WPS resolutions.<sup>43</sup>

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<sup>38</sup> NATO, *Template for Pre-deployment Gender Training: Topics and Learning Objectives* (Brussels: NATO Committee on Gender Perspectives, 2010): 17.

<sup>39</sup> Ibid.

<sup>40</sup> [http://www.nato.int/ebookshop/briefing/unscr/UNSCR\\_EN.pdf](http://www.nato.int/ebookshop/briefing/unscr/UNSCR_EN.pdf)

<sup>41</sup> [http://www.nato.int/cps/en/natolive/official\\_texts\\_68578.htm?selectedLocale=en](http://www.nato.int/cps/en/natolive/official_texts_68578.htm?selectedLocale=en)

<sup>42</sup> [http://www.nato.int/cps/en/natolive/official\\_texts\\_68578.htm?selectedLocale=en](http://www.nato.int/cps/en/natolive/official_texts_68578.htm?selectedLocale=en)

<sup>43</sup> See LTC Pierre Duschene, SHAPE J1, “Current Status and Future Update of Bi-SC Directive 40-1,” presentation to NATO Committee on Gender Perspectives (NCGP), 25-28 May 2010.

## IV. Key Considerations for Moving Forward

The Pearson Peacekeeping Centre's experience working with international and regional organizations, as well as with troop and police contributors in Africa, Europe and Latin America has given the Centre unique insight into the challenges and requirements for translating the WPS norms into practice.<sup>44</sup> In the Centre's experience, the lack of information, resources and political will remain the primary obstacles to putting greater emphasis on gender in peace operations. In fact, gender perspectives are often not taken seriously and there is a pervasive lack of gender awareness at all levels within many police and military organizations. Much more work must be done not only to raise awareness on WPS resolutions, but to build the capacity of regional and national actors to ensure that women's rights and gender perspectives are fully incorporated in peace operations policy and training.

Bearing in mind these general observations, the following are key strategic and operational considerations for moving forward on the implementation of WPS resolutions in peace operations.

### *Strategic/ Institutional Level*

In the Pearson Peacekeeping Centre's experience, many of the key decision-makers in troop-contributing countries (TCCs) and police-contributing countries (PCCs) in charge of peace operations deployment and training are unaware of the importance of integrating gender perspectives. The very nature of military and often police or gendarmerie as hierarchical and patriarchal structures means that any major transformation will require great political will backed up by strong leadership. Indeed, political motivation and willingness are seen as fundamental requirements for moving forward on the WPS agenda, breaking down gender barriers and overcoming what is often seen as a deep resistance to change. Organizations such as those discussed above will also need to demonstrate the change in political will by naming an increasing number of women leaders to strategic positions as heads of mission, and by choosing police commissioners and force commanders from the pool of women who are eligible and qualified.

Similarly, leadership and institutional support, whether from organization headquarters or national capitals, is also a major determinant of the level of implementation of the UNSCR on WPS.<sup>45</sup> While gender mainstreaming using a bottom-up approach can serve as a means of convincing staff in the field of its relevance through a direct demonstration of its positive impacts on operations, in the absence of leadership and support from the highest levels, such an approach will not be sustainable in the long run. As observed in a 2007 report by the Swedish

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<sup>44</sup> Over the years, the Pearson Peacekeeping Centre (PPC) has been working to promote and support the active and meaningful participation of women in peace operations by advocating for the increased recruitment and deployment of women to peace operations, building the capacity of national institutions to recruit, train, retain, and deploy female police and military officers, sensitizing the peace operations community to the importance of women's contributions in peace and security, and helping women empower themselves to contribute more effectively to operations. See also Report from the Uruguay Seminar, December 2010 and PPC-Peacebuild Roundtable Report 2009.

<sup>45</sup> Dr. Louise Olsson and Johann Tejpar, eds, *Operational Effectiveness and UN Resolution 1325—Practices and Lessons Learned from Afghanistan* (Stockholm: Swedish Defence Research Agency, May 2009).

organization Genderforce “[a] military unit with gender equality training and a desire to implement Resolution 1325 in its daily routines will not succeed unless the highest command for the operation has the same ambition at political level.”<sup>46</sup> Louise Olsson and Johann Tejpar make a comparable observation arguing that a top-down approach is necessary to successfully mainstream gender perspectives in military missions and operations.<sup>47</sup> They also identify expert functions that are exclusively responsible for gender issues—including gender advisers and focal points—as the second category of staff functions that are particularly relevant for driving change on UNSCR 1325.<sup>48</sup>

The commitment and support from key leaders and senior staff is necessary to ensure WPS resolutions are integrated as part of planning, guiding principles and objectives. Senior staff must be able to integrate the resolutions and use them to define operational goals both internally and externally. Commitment can be demonstrated by training courses, by increasing staffing of women, by ensuring policies are in place for addressing SEA and by creating key gender adviser posts.

The vital role that leadership can play is well demonstrated in the example below recounting the debate over the integration of women in Canadian Forces combat units. As Second Lieutenant M. Rzechowka describes:

The adjustment period before acceptance was in sync with the theories of G. Resch, a psychologist specializing in issues of integration that were used to develop the CREW [Combat Related Employment of Women] research plan. He described integration as not a gendered issue, but as one of leadership. It was up to leaders at all levels of the unit to facilitate positive change, given time, guidance, instruction and training. There may be an increase in negative attitudes and opinions towards the integration as the issue is raised, or as the process begins. Once integration takes place, there is a period of rapid adjustment, where unit members are surprised about the “ease of adaptation.” Shortly thereafter, cohesion is restored.<sup>49</sup>

Finally, there is a need for organizations to develop a comprehensive strategy with clear objectives that identifies gender as cross-cutting and non-negotiable. The strategy must also effectively mainstream WPS resolutions as part of operation planning, conduct, and training. Olsson et Tejpar define the comprehensive strategy as consisting of four work areas: representation within the organization and as part of the operation’s work in the field, integration within the organization’s planning and training for an operation and integration as part of mandate interpretation and execution.<sup>50</sup> Ultimately, such a strategy must be a priority for the

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<sup>46</sup> Genderforce, *Good and Bad Examples: Lessons learned from working with United Nations Resolution 1325 in international missions* (Uppsala, Sweden: Genderforce, 2007): 40.

<sup>47</sup> Olsson and Tejpar 2009: 124. See also LCDR Ella Van Den Heuvel, NL Ministry of Defence, Gender Advisor and NCGP EC Member, “Experience from the Field: The Gender Advisor in ISAF Mission,” presentation to NATO Committee on Gender Perspectives (NCGP), 25-28 May 2010; and Dr. Louise Olsson, “Training Need Analysis.”

<sup>48</sup> Olsson & Tejpar, 2009: 124 and 126.

<sup>49</sup> Second Lieutenant M. Rzechowka, “Gender Integration and Modern Military Forces: A Comparative Analysis,” in *The Canadian Army Journal* 13.2 Summer 2010: 70-89.

<sup>50</sup> Annex 2, 3.

organization and/or mission, have the support and commitment of the leadership and must be backed by institutional resources. Combined with political will and strong leadership, a clear strategy can help ensure support for the systematic integration of the resolutions across an organization and/or mission.

### *Operational Level*

While there is growing awareness of the different effects of conflict on women, men, boys and girls, and a growing recognition of the need for more women in peace operations, including military, police and civilians, many countries and organizations are still not taking the steps required to increase the number of women in their ranks and to fully include women's perspectives at all stages of operations (including design, planning, implementation and evaluation). In addition, while there seems to be a general understanding of the operational advantages of having more women in peace operations, little steps are being taken to move forward on this issue. In Latin America, for example, the low participation of women in UN missions is often viewed as a direct consequence of the low numbers of women in the armed and police forces at the national level.<sup>51</sup> Although this is true, there are few discussions that go beyond the facts and actually address obstacles to women's representation in the military and police.

The United States (U.S.) Army created the concept of Female Engagement Teams (FETs) to address the specific challenges encountered in Iraq and Afghanistan, where civilian women posed a threat to U.S. forces. The idea behind the FETs stems from the need to understand the environment in which you are working. As women are a major element of the environment, it is critical that their voices be heard.<sup>52</sup> Today, the program's purpose is to engage local women and to bring their point of view. While the FET program did face initial scepticism, the effectiveness of its teams on the ground and their ability to "draw out important tactical information" from both local men and women has made them a crucial element of a major U.S. tactical operation.<sup>53</sup>

In that same vein, all-female FPUs have been identified as a positive step in this direction. However, to date, no systematic evaluation has been conducted of the impact, whether positive or negative, of the all-female FPUs on gender equality and women's rights in the host country.

More specific to training, there seems to be limited understanding of what it means to apply a 'gender perspective' in day-to-day operations. Often the tendency is to associate the concept of gender perspective with the exclusive entry and participation of women. As a national responsibility, pre-deployment training is normally undertaken by the troop and/or police contributor. Such training will vary, however, it is often limited to the UN CPTM and fails to go beyond the minimum requirements for ensuring gender is mainstreamed throughout. In other instances, aspects of UNSCRs on WPS may be included without making reference to the resolutions themselves. For example, in a survey of ongoing EU training on UNSCRs 1325 and

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<sup>51</sup> Pearson Peacekeeping Centre, *Seminar Report – Crosscutting Issues in Complex Peace Operations* (Ottawa: PPC, from 2011).

<sup>52</sup> See quote by Canadian Lt. Col. John Malevich in Gina DiNicolo, "Engendering Trust," *Military Officer: The Official Magazine of MOAA*, March 2011: 88, "In counter-insurgency, the key is to understand the environment."

<sup>53</sup> DiNicolo, "Engendering Trust," 86-95.

1820, Olsson and Ahlin find that while “many relevant issues are included in training...few countries train specifically on the actual Resolutions.”<sup>54</sup> Box 3 provides a list of key resources for training on WPS.

Specific to the military, the UN DPKO and DFS are currently developing modules on integrating a gender perspective into the work of the UN military at the strategic, operational and tactical level, which will be available to TCCs for use as part of military pre-deployment training. In addition, the NATO Committee on Gender Perspectives in 2010 published the document *Template for Pre-deployment Gender Training: Topics and Learning Objectives*, which defines main subjects to include in a pre-deployment gender training programme, learning objectives and targeted audience (soldiers, non-commissioned officers and officers).<sup>55</sup>

### Box 3: Examples of Key Resources for Training on Women, Peace and Security<sup>56</sup>

#### United Nations

- Core Pre-deployment Training Material, Unit 3 – Part1C: Women, Peace and Security: The Role of United Nations Peacekeepers
- DPKO/DFS Guidelines for Integrating a Gender Perspective in the Work of the United Nations Military in Peacekeeping Operations (2010)
- DPKO/DFS Guidelines for Integrating a Gender Perspective into the Work of the United Nations Police in Peacekeeping Missions (2008)
- DPKO Gender Resource Package for Peacekeeping Operations (2004)

#### Others:

- AU Training of Trainers (ToT) Manual for Engendering African Peace Support Operations (*under development*)
- Implementing the Women, Peace and Security Resolutions in Security Sector Reform (UN-INSTRAW & DCAF, 2010)
- Gender Makes Sense: A way to improve your mission (CCOE, 2008)
- Gender Perspectives in United Nations Peacekeeping Operations (POTI)

<sup>54</sup> Louise Olsson and Martin Ahlin, “Strengthening ESDP Missions and Operations through Training on UNSCR 1325 and 1820: Inventory of Ongoing Training,” 11.

<sup>55</sup> See NATO, *Template for Pre-deployment Gender Training: Topics and Learning Objectives* (Brussels: NCGP, 2010): 33-37.

<sup>56</sup> See additional resources section for URL and links to these training materials.

In addition to general training on WPS, it is important to view gender competence as a specialist skill that must be promoted and acknowledged as such.<sup>57</sup> In order to get the best results towards raising gender competencies, Dr. Louise Olsson from the Folke Bernadotte Academy (FBA) identifies four categories of personnel and staff that should be targeted with specific knowledge on gender: 1) the leadership and headquarters staff responsible for analysis, planning, training, logistics, recruitments and evaluations; 2) field personnel; 3) gender advisers, field advisers and focal points; and 4) all personnel.<sup>58</sup> As gender training should be undertaken at all levels, investment should be made to develop tailored gender training to help each category to integrate gender perspectives into their work.<sup>59</sup> Box 4 below complements Olsson’s work with a key mission staff category and a description of specific role regarding gender.

| Box 4: Categories of Personnel and Roles Regarding Gender <sup>60</sup>  |   |
|--|---|
| Leadership and Senior Management<br>(at headquarters and in the field)   | <ul style="list-style-type: none"> <li>- Manage organizational change and drive institutional capacity building with regard to WPS;</li> <li>- Develop mission-wide comprehensive strategy on WPS;</li> <li>- Create an environment that is respectful of male and female staff and that provides equal opportunities for male and female staff;</li> <li>- Respect and promote Code of Conduct and zero-tolerance on SEA;</li> </ul>   |
| Key mission staff in substantive sections<br>(e.g. those responsible for analysis, planning, programming, training, logistics, recruitment, evaluations) | <ul style="list-style-type: none"> <li>- Translate mission-wide comprehensive strategy on WPS into concrete actions;</li> <li>- Integrate gender perspectives as part of daily work;</li> <li>- Ensure understanding of host society and how best to communicate the message of the organization;</li> <li>- Knowledge and understanding of women’s rights and their specific vulnerabilities;</li> <li>- Respect and promote Code of Conduct and zero-tolerance on SEA;</li> </ul> |
| Field personnel  | <ul style="list-style-type: none"> <li>- Implement WPS-related activities on the ground;</li> <li>- Integrate gender perspectives as part of daily work their work;</li> </ul>  |

<sup>57</sup> GenderKompetenzZentrum, “Responsibility of Senior and Middle Management (top-down),” [http://www.genderkompetenz.info/eng/gender-competence-2003-2010/gendermainstreaming/implementation/top\\_down/index.html](http://www.genderkompetenz.info/eng/gender-competence-2003-2010/gendermainstreaming/implementation/top_down/index.html) (accessed 8 May 2011).

<sup>58</sup> Dr. Louise Olsson, “Training Need Analysis – A Model for integrating Gender in Military Training,” Gender Meeting of Experts, CCOE, Enschede, The Netherlands, 24-25 February 2010.

<sup>59</sup> UN DPKO/DFS, *Ten-year Impact Study*, 10.

<sup>60</sup> Adapted from Olsson, “Training Need Analysis,” and NATO, “Annex 1: Policy Recommendations – Resolutions 1325 as a Tool for Enhanced Effectiveness,” policy document developed as part of the project *NATO in Afghanistan: Resolution 1325 as a tool for enhanced effectiveness* (Sweden: FOI, n/a).



|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>- Ensure understanding of host society and how best to interact with local population;</li> <li>- Knowledge and understanding of women’s rights and their specific vulnerabilities;</li> <li>- Collect sex-disaggregated data;</li> <li>- Respect and promote Code of Conduct and zero-tolerance on SEA;</li> </ul>  |
| Gender Advisers, Field Advisers, and Focal Points | <ul style="list-style-type: none"> <li>- Consider all gender issues in peace operations;</li> <li>- Advise senior leadership and key mission staff on gender issues;</li> <li>- Help translate mission-wide comprehensive strategy into actions, in collaboration with key mission staff and field personnel;</li> <li>- Help translate gender issues into practical analytical tools, measure of actions and standard questions;</li> <li>- Ensure systematic collection of data and knowledge on gender;</li> <li>- Support change management and strengthen the building of institutional capacity;</li> <li>- Respect and promote Code of Conduct and zero-tolerance on SEA;</li> </ul> |
| All other personnel                               | <ul style="list-style-type: none"> <li>- Gender awareness training focused on areas of daily work;</li> <li>- Knowledge and understanding of mission-wide comprehensive strategy and link to their daily operations;</li> <li>- Respect and promote Code of Conduct and zero-tolerance on SEA;</li> </ul>   |

## V. Conclusion

When asked how she managed to get her military colleagues to recognize the importance of a gender perspective, Charlotte Isaksson of the Swedish Armed Forces answered ‘with determination and a lot of convincing.’<sup>61</sup>

The above discussion is a clear indication of the important impact that WPS resolutions have had on the conduct of peace operations, beginning with the fact that gender sensitivity and gender mainstreaming are now core components of organizational mandates with regards to peace operations.<sup>62</sup> Gender perspectives are also increasingly acknowledged as imperative to the analysis and planning of operations.<sup>63</sup> However, gender mainstreaming at the institutional and mission levels is still ad hoc and fragmented, and often driven by day-to-day operational

<sup>61</sup> Nobel Women’s Initiative, *Women’s Day of Action to End Sexual Violence in Armed Conflict*, Ottawa, 26 May 2011.

<sup>62</sup> DPKO/DFS *Ten-year Impact Study*.

<sup>63</sup> Olsson, “Training Need Analysis,” 11.

requirements instead of being part of a system-wide organizational strategy. This is the case because the objective does not yet include specific and systematic references to the WPS resolutions. As Torunn Tryggestad argues, the inclusion of WPS issues “is still dependent on the lobbying efforts of dedicated norm entrepreneurs” including women’s groups and NGOs.<sup>64</sup>

In order to do so, a systematic inclusion and operationalization of WPS resolutions is required. In other words, if WPS resolutions are not defined and integrated at the forefront, it will be extremely difficult to ensure their integration throughout.

As demonstrated in this paper, the UN, AU, EU and NATO have accepted the premise and objectives of WPS resolution through the development and adoption of policies and guidelines. The need for continued efforts aimed at ‘convincing,’ however, will remain critical to move forward on the implementation of the norms of the WPS resolutions into operational standards and practice.

In conclusion, the paper makes a number of recommendations based on best practices for implementing WPS Resolutions.

#### Box 5: Recommendations for Implementing WPS Resolutions<sup>65</sup>

##### Generic Recommendations:

- Create action plan to implement WPS resolutions;
- Promote equal participation of women and men in international deployments;
- Identify a pool of gender experts (women and men) with knowledge and understanding of women, peace and security to be employed as gender advisers and focal points within government departments and as part of international deployments;
- Provide military, police and civilian staff selected for international deployment with appropriate gender training, as well as specific instructions on how to report and evaluate progress on the integration of WPS resolutions (e.g. as linked to Canada’s National Action Plan).
- Include gender-specific language in policies and guidelines;
- Collect sex-disaggregated data whenever possible;
- Promote the development of gender competence and skills;

##### Recommendations for Peace Operations:

- Include gender as a cross-cutting issue;
- Include expert/advisory function responsible exclusively for gender issues;
- Include gender advisors (GA) as part of mission headquarters responsible for advising heads of missions and senior leadership on implementation of WPS

<sup>64</sup> In Susan Willett, “Introduction: Security Council Resolution 1325: Assessing the Impact on Women, Peace and Security,” *International Peacekeeping* Vol 17, 2 (2010): 149.

<sup>65</sup> See Megan Bastick and Daniel de Torres, “Implementing the Women, Peace and Security Resolutions in Security Sector Reform,” *Gender and SSR Toolkit – Tool 13* (Geneva: UN-INSTRAW and DCAF, 2010); UN DPKO and DFS, *Ten-year Impact Study*; Olsson & Tejpar 2009; NATO, *Best Practices to Improve the Gender Balance* (Brussels: The Committee on Women in the NATO Forces, 2008).

- resolutions at the operational level;
- Include gender field advisors (GFA) and/or specific gender units as part of subordinate headquarters and units;
  - Establish a system of gender focal points (GFP) in substantive functional areas of a mission with specific gender mainstreaming responsibility;
  - Deploy mixed teams (m/f) to implement military, policing and humanitarian activities at operational and tactical levels;
  - Set up gender-balanced and gender-sensitive Joint Protection Teams (JPT) involving civilian, police and military peacekeepers to better understand the protection needs of the host population;

Recommendations for Training:

- Make gender awareness training compulsory and ensure its integration throughout the curriculum;
- Include specific references to WPS resolutions as part of pre-deployment and in-mission training for military, police and civilians;
- Training must provide specific skills for integrating gender perspective as part of planning and operations;
- Develop scenarios on gender issues and WPS that can be integrated as part of generic pre-deployment and in-mission training for military, police and civilians;
- Develop targeted training for specific audience;
- Develop gender mainstreaming checklists for mission planning and operations;
- Use gender experts in the design and implementation of training;
- Ensure adequate time for training and use of qualified trainers (both m/f);

Recommendations for TCCs/PCCs:

- Encourage and support increased deployment of female military and police personnel to peace operations;
- Maintain a roster of female military and police personnel with peace operation experience;
- Ensure experience of both women and men personnel are adequately captured and used to strengthen ongoing practices.

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[http://www.nato.int/cps/en/natolive/official\\_texts\\_68578.htm?selectedLocale=en](http://www.nato.int/cps/en/natolive/official_texts_68578.htm?selectedLocale=en)
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- Women, Peace and Security: the European Union in Action, February 2011.

## **Additional Resources**

- Core Pre-deployment Training Material, Unit 3 – Part1C: Women, Peace and Security: The Role of United Nations Peacekeepers  
<http://www.peacekeepingbestpractices.unlb.org/PBPS/Library/CPTM%20Unit%203%20Parts%201a-1b%20May%202009.pdf>;
- DPKO/DFS Guidelines for Integrating a Gender Perspective in the Work of the United Nations Military in Peacekeeping Operations (2010)  
[http://www.un.org/en/peacekeeping/documents/dpko\\_dfs\\_gender\\_military\\_perspective.pdf](http://www.un.org/en/peacekeeping/documents/dpko_dfs_gender_military_perspective.pdf);
- DPKO/DFS Guidelines for Integrating a Gender Perspective into the Work of the United Nations Police in Peacekeeping Missions (2008)  
[http://www.peacekeepingbestpractices.unlb.org/PBPS/Library/Guidelines\\_Gender\\_into\\_UNPOL\\_Work\\_PK.pdf](http://www.peacekeepingbestpractices.unlb.org/PBPS/Library/Guidelines_Gender_into_UNPOL_Work_PK.pdf)
- DPKO Gender Resource Package for Peacekeeping Operations (2004)  
<http://www.un.org/Pubs/whatsnew/e04223.htm>
- Gender Makes Sense: A way to improve your mission (CCOE, 2008)  
[http://www.nato.int/ims/2008/win/opinions/gender\\_booklet\\_ccoe\\_v12.pdf](http://www.nato.int/ims/2008/win/opinions/gender_booklet_ccoe_v12.pdf)

Gender Perspectives in United Nations Peacekeeping Operations (POTI)

<http://www.peaceopstraining.org/e-learning/course-descriptions/8/#8>

Implementing the Women, Peace and Security Resolutions in Security Sector Reform (UN-INSTRAW and DCAF, 2010)

[http://www.peacewomen.org/assets/file/Resources/UN/wps-ssr\\_wps-ssr\\_instraw\\_sep2010.pdf](http://www.peacewomen.org/assets/file/Resources/UN/wps-ssr_wps-ssr_instraw_sep2010.pdf)