Military Gender Advisor Training

Lesson 7

United Nations Peacekeeping

unitar
United Nations Institute for Training and Research

MILITARY GENDER ADVISOR

Demonstrate confidence when briefing (un)responsive Force Commander

Competencies assessed by the Force Commander

- Quality of speech
- Logic
- Assurance

Competencies assessed by facilitators

- Link between hyper-masculinity and identity
- Role of women as agents for change in Mai-Mai groups
- Identification of gatekeepers of social norms

MONUSCO – Disarmament, Demobilisation and Reintegration (DDR) of Mai -Mai combattants

The Military Force Commander of the United Nations Stabilisation Mission in the Democratic Republic of the Congo (MONUSCO) requests your suggestions for the military contingent to implement place modes of action for the DDR of Mai-Mai groups.

Presentation of the following offices:

- U2 - Military Intelligence
- U3 - Operations
- U4 - Logistics
- U9 - Civil-Military Cooperation
- Information Operations
- Military Gender Advisor

Force Commander's Feedback

- **Quality of delivery** – Use clear, jargon-free language appropriate to the audience and free from bias

- **Logic** – The argument presented is in a sequence that allows for a tangible understanding of the problem and solutions

- **Confidence** – Do the presenters understand their presentation and demonstrate confidence in explaining their arguments?

Feedback from facilitators

MONUSCO teams: What behaviours do you aim to reinforce and change with your proposed courses of action?

Have we considered the following:

- Mai-Mai identity is linked to hyper-masculinity and hyper-virility.
- The role of the Merida (Mai-Mai women) in modifying the behaviour and use of violence within Mai-Mai groups.
- The guardians of social norms within the Mai-Mai.

Additional reference: https://www.isdrbukavu.ac.cd/wp-content/uploads/2019/09/ISDR-Bukavu_Participation-des-femmes-et-filles-dans-la-r%C3%A9sistance-locale-Ma%C3%AF-Ma%C3%AF-en-Territoire-d%E2%80%99Uvira_Bisimwa-Bulangilire.pdf

Christelle's story

How might the following irrational behaviours studied in Lesson 3.1 impact the proposed courses of action during the Force Commander's morning briefing?

1. Importance of rituals to regain control
2. People must be actively involved in creating solutions (meaningful participation)

Strategy – Choosing to learn through failure

Considering the two positive thoughts about failure, identify how you will apply them when developing and implementing your military gender strategy.

This may include contingency plans if you are wrong about the likely behaviour of your target audience.

Learning Objectives

Objective 1: Demonstrate confidence when briefing FC or military personnel.

Objective 2: Develop a narrative illustrating the military gender strategy with a clear purpose.

Objective 3: Reflect on their approach to develop convincible strategies.

Objective 4: Examine powerful ways to build trust and commitment.

Objective 5: Practice negotiation techniques to reach a consensus on different opinions and arguments.

Objective 6: Create a working environment that facilitates dialogue and collaboration.

Objective 7: Develop definitions of meaningful participation and the enabling environment for the MGA strategy.

Objective 8: Compare tools and techniques to facilitate the development of a gender-inclusive military strategy.

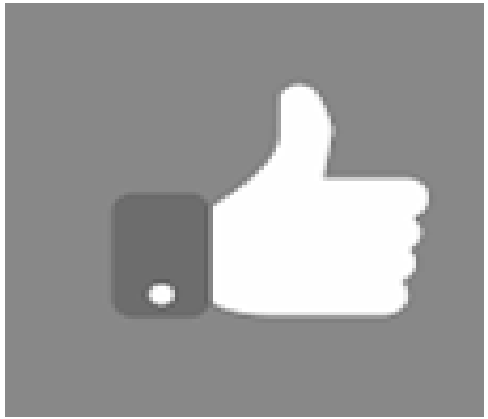
Objective 9: Practice SWOT with a UN Military component.

Objective 10: Develop tasks and coordination mechanisms in a military gender strategy.

Break

American strategy in Japan after World War II

For



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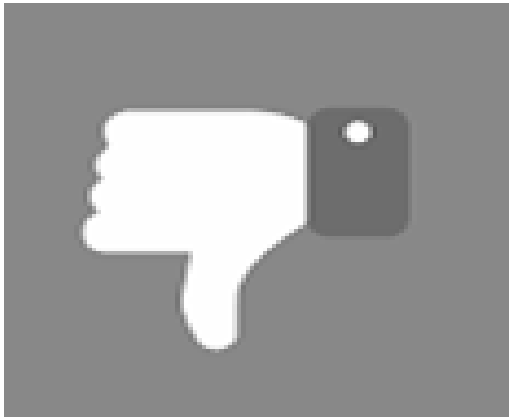


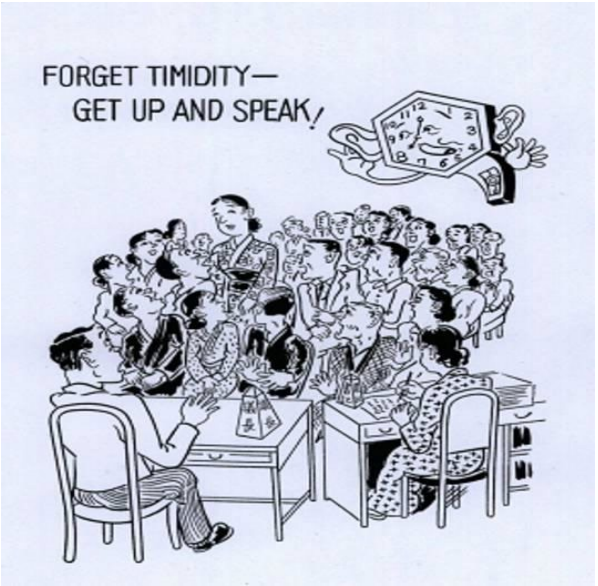
Japanese Women at the Heart of Political, Constitutional and Legal Change

Convincing arguments

Arguments	Why this argument is convincing (appeals to facts, emotions, past experience,...)

How can this strategy be implemented today?

Japanese women at the heart of political, constitutional and legal change



Strategist type – personality test MBTI (Myers-Briggs Type)

Analysts

- INTJ: Thinker and strategist profile, who has a plan for everything.
- INTP: an inventor profile, with a thirst for knowledge.
- ENTJ: a strong leader profile, who always finds a way to get things done.
- ENTP: an astute and inquisitive profile, who is unable to resist an intellectual challenge.

Diplomats

- INFJ: idealistic and mystical profile, who inspires those around them.
- INFP: an altruistic and kind profile, who is always ready to support a cause.
- ENFJ: charismatic leader profile, who fascinates their audience.
- ENFP: enthusiastic and creative profile, who always finds a reason to be positive.

Sentinels

- ISTJ: serious and pragmatic profile, who is only interested in facts.
- ISFJ: a dedicated and warm profile, who is always ready to protect the people they love.
- ESTJ: a leader profile, who is very effective at managing things and people.
- ESFJ: a popular and caring profile who is always ready to help others.

Explorers

- ISTP: experimental and pragmatic profile, who masters all kinds of tools.
- ISFP: artistic and flexible profile, always ready for new experiences.
- ESTP is an astute and energetic profile living on the cutting edge.
- ESFP: energetic and spontaneous profile, which is an excellent company.

What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type.
For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer **E** Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer **I** Introversion

2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer **S** Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer **N** Intuition

ISTJ Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.	**ISFJ** Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.	**INFJ** Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.	**INTJ** Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.
ISTP Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.	**ISFP** Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.	**INFP** Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.	**INTP** Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.
ESTP Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.	**ESFP** Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.	**ENFP** Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.	**ENTP** Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.
ESTJ Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.	**ESFJ** Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.	**ENFJ** Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.	**ENTJ** Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer **T** Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer **F** Feeling

4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

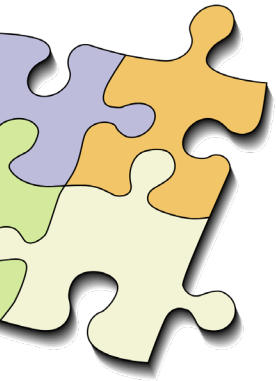
then you prefer **J** Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer **P** Perceiving

Break

Spectrum of collaboration



Competition
Competing for resources, partners and ideas

Coexist
No systemic link between organisations

Communicate
Inter-institutional information exchange (networking)

Cooperate
When necessary, often informal interaction on separate activities or projects

Coordinate
Organisations systematically adjust work with each other to achieve better results

Collaborate
Longer-term interaction based on a shared mission, goals, decision-makers and resources

Integrate
Fully integrated programmes, planning and funding

What is your strategy for increasing your level of collaboration?

4 Collaborating

Social Skills

- Communication Skills
- Co-Creation Skills
- Inclusive Mindset And Intercultural Competence
- Trust
- Mobilization Skills

Competition
Competing for resources, partners and ideas

Coexist
No systemic link between organisations

Communicate
Inter-institutional information exchange (networking)

Cooperate
When necessary, often informal interaction on separate activities or projects

Coordinate
Organisations systematically adjust work with each other to achieve better results

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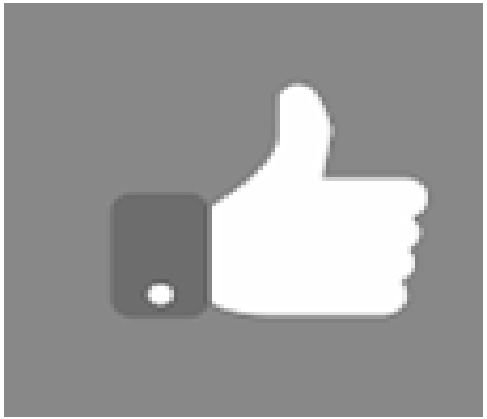
Longer-term interaction based on a shared mission, goals, decision-makers and resources

Integrate
Fully integrated programmes, planning and funding

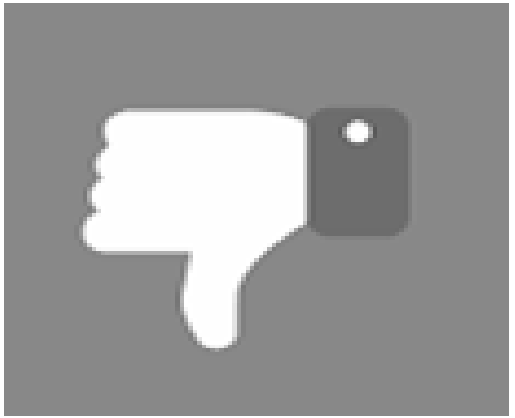
Social norms – Women's participation | Political Activities

For



Catalysts

Against



Barriers

Break

Meaningful participation

Define what "meaningful participation" means to you

What defines an "enabling environment" (enabling in terms of cause and effect)

Meaningful participation

Enabling environment

Meaningful participation

Meaningful participation implies that “women not only be present, but that their concerns are heard and taken on board, they have the opportunity to articulate their contributions and expertise, to ensure that gender perspectives and analyses inform and shape peace processes and that outcomes benefit the whole of society”.

https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2021/Increasing-womens-participation-in-mediation-processes-en.pdf

Meaningful participation

Elsie Initiative defines "meaningful participation"

“Meaningful participation is demonstrated by the presence and leadership of women in UN peace operations, across all ranks and functions. Women can participate meaningfully: when they contribute to, and are included in, all aspects of operational and mission planning, and decision-making processes; when they hold operational command and leadership positions, and non-traditional as well as non-stereotypical roles; when they have access to the same training, promotion and career advancement opportunities as their colleagues who are men; when they hold positions that are in line with their training, rank and area of expertise; when their workplace is free from all forms of harassment, bullying and intimidation.”

https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/gender_equality-egalite_des_genres/elsie_initiative-initiative_elsie.aspx?lang=eng

Enabling environment

Security Council report S/PV.8508 (2019) defines "enabling environment" as:

- A responsive UN mission environment for all peacekeepers, considering the particular physical, social and cultural needs of all genders.

- A non-hostile environment for women, thereby mitigating the frequency of incidents of gender -based violence, acts of hatred against women across contingents, and incidents of sexual exploitation and abuse.

Meaningful participation

In group, define what "meaningful participation" means to you

What defines an "enabling environment" (enabling in terms of cause and effect)

Meaningful participation

Enabling environment

Strategy

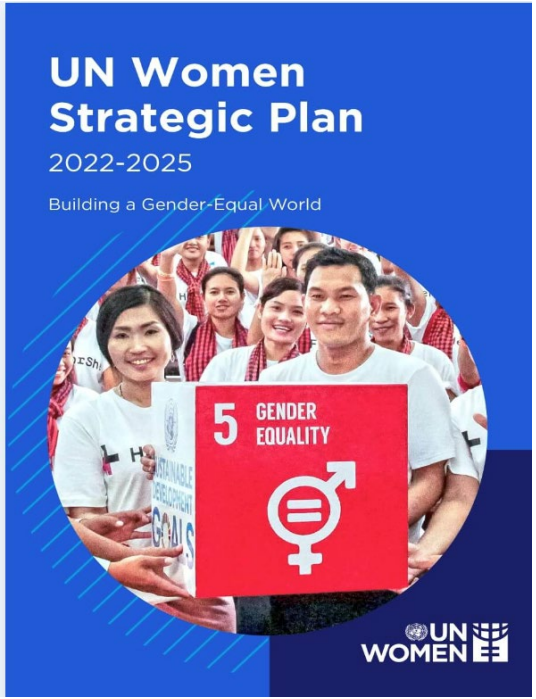


Figure 1: Results structure of the Strategic Plan 2022-2025 IRRF

Format of a military strategy

References :

- UN gender strategy.
- Gender-sensitive conflict analysis.
- Gender analysis of the meaningful participation of women peacekeepers and gender minorities in the decision-making process of the UN military component and participation in all types of operations.
- National host country action plan.

1. Situation

- Provide a summary of the UN Mission's gender strategy.
- Provide a summary of the findings of the gender -sensitive conflict analysis on the 4 pillars of the UNSCR 1325.
- Provide a summary of the findings of the gender analysis regarding the meaningful participation of women peacekeepers and gender minorities in the decision -making process of the UN military component and participation in all types of operations.
- Provide an assessment of the host country's capacity and efforts to implement its National Action Plan.

Format of a military strategy

2. Objectives of the strategy

To provide information on the implementation of the women, peace and security agenda to:

- Mitigate obstacles to the meaningful participation of host country women and gender minorities in decision-making and peace processes.
- Prevent and respond to conflict -related sexual violence.
- Prevent and respond to sexual exploitation and abuse by UN peacekeepers.
- Develop protection of civilians plan that takes into account gender -based security threats.
- Mitigate obstacles to the meaningful participation of women peacekeepers in decision -making and all types of military operations.

3. Concept of Operations

- Line of effort
- Coordination mechanisms
  - Coordination with UN civilian and police components
  - Coordination with non-governmental organisations
  - Coordination with host country security forces
- Assessment mechanisms using gender and age markers
- Training plan for the UN military component to support the implementation of the Strategy.

Format of a military strategy

4. Logistical support

- List of resources already planned and approved to support the implementation of the Strategy.
- Process for requesting additional resources.

5. Signalling and communication

- List of champions who will support the implementation of the strategy.

List of Annexes:

- Annex A - Chart of the military gender strategy with lines of effort
- Annex B - Tasks and activities for implementing the military gender strategy
- Annex C - Gender and age markers

Format of a military strategy

Format of a military strategy

Governance and accountability

Modernise capabilities and tactics, develop CRSV and SEA policies, reduce harmful gender stereotypes, bias and discrimination in the UN military and achieve equality.

Objectives	Activities	Expected results	Responsibility for	Chronology	Reporting mechanisms

Your military strategy like

- Vision
- End state / impact
- Strategy / approach
- Line of action

Figure 1: Results structure of the Strategic Plan 2022-2025 IRRF

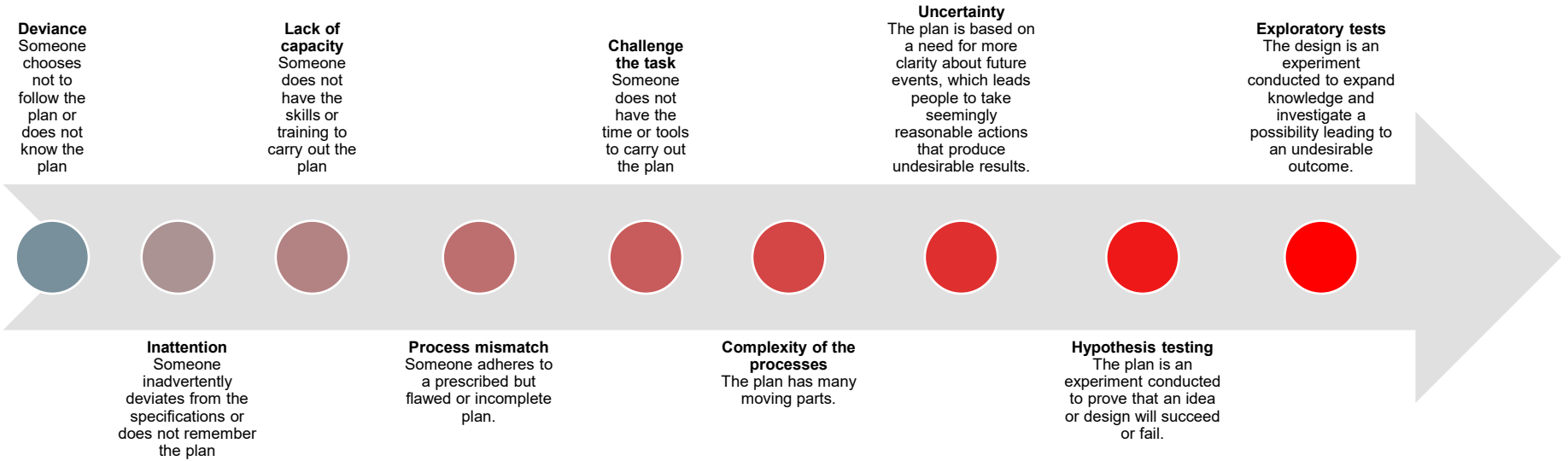
Break

SWOT ANALYSIS

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	Strengths	Weaknesses
External origin (attributes of the environment)	Opportunities	Threats

INTERNAL
EXTERNAL
STRENGTHS
OPPORTUNITIES
WEAKNESSES
THREATS
TRAINING (GBA+)
WAGE-E
STAKEHOLDER

Strategy – Choosing to learn through failure
What might also happen during implementation of the strategy



Strategy