



NORWEGIAN ARMED FORCES

Norwegian Defence Staff

Why gender, equality and WPS agenda?

Just, Effective, Fair, Obligated

Right thing to do

and we do things right!

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Status in Norway – institutional efforts:

- Gender neutral conscript service (26,9% women started this August)
- Joint admission and selection for officer candidates (22,6% women this July)
- First female UN Force Commander (UNFICYP), Gen Kristin Lund

- 50/50 Project
- Female Special Forces Unit
- Value based recruitment campaigns
- Annual Equality Prize and conference
- LGBTI and pride;
 diversity embraced
- Research;
 leadership, harassment etc.
- HEL;
 Attitudes, Ethics and Leadership

Nordic Centre for Gender in Military
Operations (NCGM)





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Operational efforts:

How to implement gender perspectives in military operations

The gender specific analysis of the area of operations

This includes an analysis of social expectations, responsibilities, activities, access to and control over resources, as well as decision-making processes, health, education, etc. It also includes gender specific analyses of your own, allied and enemy forces

The obligations of UN Resolution 1325

This includes protective measures to avoid suffering and abuse, and protection of women's human rights including protection from sexual and gender based violence. It includes preventive measures to avoid situations of suffering and abuse to occur, and measures to ensure equal participation and representation in activities and decision-making at all levels that can shape the future for the population to achieve justice, gender equality and sustainable solutions

The operation specific mandate

This includes analysis of the overall goals of the specific military operation, the legal foundation as the UN mandate, the Commander's intent, Rules of Engagement (ROE) etc. and possible conflicting or enhancing circumstances in regards to the two previous measures



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Challenges:

Lack of structures, processes and organizational culture to embrace gender issues:

- Lack of strategy (C2) and leadership accountability
- Slow/no staffing, low status, ridicule and sexist language, sub-optimizing through fight for funds and personal agendas
- Lack of knowledge and education challenges
- Lack of a reward and discipline system, reports or the truth?
- Hegemonic masculinity





How can we succeed?

- Leaders that manage and take organizational culture responsibility
- Leaders with power, expertise, a positive vision

- Cultural map of the organization
- Design of structural changes
- Design of functional/process changes
- Revised Personnel Policies

- Formal and informal training
- Positive role models
- Network of Change Agents

- A clear reward and discipline system that supports the change
- Continue monitoring development, evaluate

Hofstede (2004) and Schein (2005)