



Winning the Peace

Profiles of Australian Gender Advisors on Military Operations

GROUP CAPTAIN (Dr) Deanne 'Dee' Gibbon, CSC OAM





The Gender, Peace and Security (GPS) Directorate was officially established in 2020. The GPS Badge was launched by the Chief of the Defence Force as part of the 20 year anniversary celebrations of the signing of the United National Security Council Resolution 1325 on Women, Peace and Security. The GPS Joint Service Badge surround includes the Latin phrase “Utraque Unum” which translates to ‘together we are one’. This phrase reinforces the core philosophy of GPS in Defence - that achieving peace and security through gender equality can only be realised when people of all genders work as one. At the centre of the badge is the white dove representing peace, hope and freedom. It is also the universal symbol for human rights. The dove is on an olive branch, reinforcing the concept of peace and reconciliation as an aspiration for all human endeavour. The dove is flying beneath the Southern Cross, which reflects the Australian National Flag. It signals the unique Australian context and our geographical location within the southern hemisphere.



Winning the Peace

Profiles of Australian Gender Advisors on Military Operations

Gender, Peace and Security Directorate

'From rhetoric to reality'



'The GPS Directorate is
implementation of the UN
Women Peace and Security
across Defence and integ
perspectives into mission
operations'

Joint Support Service
Joint Capabilities

genderpeace security



Chief of the Defence Force General Angus Campbell AO, DSC and Director of Gender, Peace & Security, Joint Capabilities Group, Commander Jennifer Macklin CSC, RAN, with Indigenous artwork 'Walumarra Business', as part of Defence's 20th anniversary of the United Nations Security Council Resolution 1325 at Russell Offices in Canberra.

As part of the 20 year anniversary celebrations of the signing of United Nations Security Council Resolution 1325 on Women, Peace and Security, the GPS Directorate commissioned an Indigenous artwork to encapsulate the themes of the Gender, Peace and Security global agenda in the Australian context. The Chief of the Defence Force, General Angus Campbell, officially unveiled the work, titled "Walumarra Business" (meaning 'Women's Business') by Ms. Chern'ee Sutton, a proud Aboriginal artist and Kalkadoon woman from the emu foot province around the Mount Isa area in North West Queensland. The work reflects the core philosophy of GPS in Defence - that achieving peace and security through gender equality can only be achieved when people of all genders work together for the betterment of the whole tribe/community. Walumarra Business now hangs proudly in the Office of the Chief of Joint Capabilities in Russell Offices, Canberra.

Certificate of authentication

Walumarra Business

My name is Chern'ee Sutton and I am a contemporary Indigenous artist from the Kalkadoon people from the Mount Isa area in Queensland.

This is my interpretation of "Walumarra Business" which means "Women's Business" in the Kalkadoon language.



For thousands of years while the men were out hunting large game the women too were out hunting and gathering bush foods and medicines. They would use their digging sticks to dig for bush yams, honey ants and witchetty grubs. They would collect plums and bark from the wild plum bush using the plums as food and the bark to treat

skin ailments. They would collect berries and wood from the conker berry bush using the berries as food or drying them out to eat at a later time and they would burn the wood for a mosquito repellent. They would collect wild lemongrass and boil it to make a lemon tea for sore throats and they would grind the pea bush seeds to use as a flour. They would collect nuts from the sandalwood tree and roast them slowly to eat like peanuts and they would collect blossoms from the hakea tree and immerse them in water for a sweet tasting drink.

In my painting, the women sit on their bottoms with their feet underneath them with their digging sticks on one side of them and their coolamons on the other side. They firstly collect the bush tucker and then prepare the food for medicines and food around the campfires which is represented by the red circles. When the women get up off the ground the U shape left in the sand is where they were sitting.

By Chern'ee Sutton

Size – 91cm wide X 121cm high

Medium – 3D glow acrylic and textured acrylic on canvas.



Artist BIO

Chern'ee Sutton is a proud Kalkadoon woman and artist from Mount Isa, QLD, Australia who is passionate about her culture and history and wants to share that with the rest of the world through her art. Her unique style combines two worlds of traditional Aboriginal heritage with a modern contemporary twist which has caught the eyes of collectors around the world including Royalty and on the 2018 Commonwealth Games mascot Borobi. Chern'ee has her artwork hanging in The Royal Collection in Buckingham Palace, Queensland Parliament House, Queensland State Library and has exhibited her artworks in London, Tokyo, Singapore, Hong Kong, Melbourne and Sydney.

Chern'ee's artworks have been commissioned by The Queensland Government, Tennis Australia, The National Rugby League, Caritas Australia, Dreamworld Theme Park, The 2018 Commonwealth Games, Rainforestation, The Australian Defence Force, Northrop Grumman, The Australian Department of Veterans' Affairs and The Australian Public Service Commission to name a few.

Due to Chern'ee's passion for reconciliation and equality she has received numerous accolades including National NAIDOC Youth of The Year, Australia Day Awards for 2013 and 2014, Queensland Pride of Australia Award, Local NAIDOC Awards including Artist of the Year and has been an Australia Day Ambassador for the past six years.

www.cherneesutton.com.au



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Royal Australian Air Force officer Squadron Leader Karyn Ey conducts an ice-breaker activity with personnel from the Royal Cambodian Armed Forces during an Australian Defence Force led Gender in Military Operations course as a part of Indo-Pacific Endeavour 2022 in Phnom Penh, Cambodia.



On 31 October 2000, the United Nations Security Council adopted UNSCR 1325 on Women, Peace and Security. This landmark resolution recognised that violence and conflict disproportionately affect women and girls and, importantly, recognised they were the key to preventing its occurrence. UNSCR 1325 called on us all to incorporate gender perspectives into our conflict prevention and resolution efforts and to take special measures to protect women and girls from gender-based violence.

As the Chief of the Defence Force, I know women's empowerment and gender equality are critical enablers of the Australian Defence Force's success. The Australian Defence Force cannot best defend and protect Australia and its national interests without the contribution, skills and perspectives of women.

Chief of the Defence Force Foreword

Winning the Peace – Profiles of Australian Gender Advisors on Military Operations

While recognising that there is more work to be done, we have much to celebrate. Starting in 2012, the Australian Government affirmed its commitment to UNSCR 1325 through the Australian National Action Plan on Gender, Peace and Security 2012–2018 – a plan that has been independently reviewed and successfully implemented. Within Defence, our Gender Advisor capability has become an asset for the Australian Defence Force and the Australian Government.

I am heartened by the stories our Gender Advisors have been able to share in this book. They are stories of progress in ways big and small, all of them heading towards a more equitable future.

Whether it be Lieutenant Commander Alison Zilko's story of helping communities of women in Papua New Guinea come together to support each other in the wake of a natural disaster. Having a safe place to talk and share their worries – about domestic violence, finding healthcare, getting their kids to school – speeding their recovery and strengthening the bonds of their communities.

Or of Squadron Leader Claire Pearson organising a soccer clinic for girls in Juba, South Sudan, in an effort to show that women can participate, come together as a team and win. This initiative also gave the girls a chance to meet women in uniform from the UN Police, including female officers in the Nepalese Police Force deployed there.

Or Warrant Officer Dean Maher, during Operation PNG Assist 2018, who ensured that CH47s travelling to the devastated highlands were carrying dignity kits for women who had lost everything. He fought to have their needs

recognised as being just as important as the other high priority deliveries being loaded on and flown out that day.

Or the experiences of Commander Anne Andrews, who worked to ensure that the ubiquitous contributions of women in Afghan security institutions were recognised and supported.

The true success of the Women, Peace and Security mandate has little to do with documents and policy and everything to do with the lives of women it has helped reach and improve. This book is a modest snapshot of these vital efforts and the profiles clearly demonstrate how Australia has grown this fundamental capability from the seeds planted by UNSCR 1325.

The passion and dedication of our Gender Advisors has driven this agenda. Their commitment has contributed to the greater success of the Australian Defence Force's military operations and they are to be commended. I would like to thank everyone who has been involved in shaping this capability for their collective expertise, hard work and dedication.

Service and sacrifice for one's country, and contributing to stability and prosperity of the region we share has no gender boundaries. Achieving peace and security can only be reached if we work together.

Angus J Campbell, AO, DSC
General
Chief of the Defence Force



Group Captain Dee Gibbon (third from left), Senior Gender Advisor, Resolute Support and Velika Carew Moore, Gender Advisor for the Ministry of the Interior, listen during the Ministry of the Interior International Women's Day celebrations in Kabul, Afghanistan.



Author's Foreword

This book was conceptualised in 2019 by Captain Jenn Macklin, CSC, RAN, as a means of capturing some of the ground-breaking work conducted by Australian Gender Advisors and Gender Focal Points over recent years. The profiles were primarily populated through first-hand accounts, using a semi-structured interview format.

A number of Gender Advisor profiles were gently edited in 2021 to accommodate recent changes to posting location, rank and/or professional status and involvement in more recent operations or secondments.

Although it was not possible to interview every person involved in delivering Defence's Gender, Peace and Security mandate, the hope is that the selection of profiles in this book captures the breadth and scope of Australia's growing community of experienced Gender Advisors and Gender Focal Points across a wide range of military and other operational contexts.

This book was first drafted over the summer of 2020, just as we first started hearing reports of this strange new virus that has fundamentally changed the world that we live in. This was a devastating time for Australia, with enormous swathes of our tinder-dry country devastated by some of the most extreme and brutal bushfires our country has even known. It was heartbreaking seeing people lose their homes and livelihoods and hearing stories of entire species of native flora and fauna being eliminated by this disaster.

Although it was a difficult time, reconnecting with Gender Advisor colleagues through the interview process and hearing their stories of hope and helping, in support of Australia's strategic mandate and commitments, was certainly an uplifting and rewarding activity.

The initial plan was to launch this book in 2020, at a large-scale international conference on Gender, Peace and Security. Unfortunately, the 'strange new virus' and associated lockdowns completely stymied our initial and subsequent plans to launch the book at an in-person meaningful celebratory activity.

Beyond COVID-19, 2021 delivered some additional challenges that deeply affected many members of the veteran community, myself included. Some of us are still grappling with what has happened in Afghanistan. We know that many Afghan colleagues and friends are suffering. The very women who worked closely with us to deliver opportunities for Afghan's current and future generations are being actively persecuted, killed or forced out of the professional roles that they worked so hard to achieve. Some of us are questioning our

own part in Afghanistan's recapture by the Taliban and whether our presence ultimately made the situation worse for women and girls, rather than better.

We are also questioning whether our own sacrifices, such as the twelve months away from our children (and the lingering impact of our absences on them), ongoing physical and mental health issues, broken families and relationships and in some cases, lost lives, were all for nothing. This is an extraordinarily difficult time for some veterans, many of whom have remained close to Afghan colleagues and friends beyond the period of deployment. Is it appropriate to even speak out about our own challenges in privileged Australia, when our Afghan sisters and brothers are living with the daily fear of losing their lives?

The Afghanistan situation did cause us to reconsider some of the Afghan focused profiles in the book, noting the disparity between the Gender Advisors' stories of hope for a brighter future versus the current reality. We considered removing the profiles specifically discussing Afghanistan altogether or editing them to reduce the seemingly misplaced sense of hope.

After much reflection and discussion, we decided to keep the profiles exactly as they were written in 2020, as a 'snapshot in time'. We ultimately felt that it was important to acknowledge the work undertaken by the Afghanistan Gender Advisors and the extent to which our work was conducted 'shauna by shauna' (shoulder to shoulder) in partnership with men and women leaders from the Afghan community.



It remains to be seen how much impact the international community's efforts to physically rebuild Afghanistan and improve women and girls' access to schooling, university and the workforce will shape the future lives of Afghan citizens. There is some cause for hope, noting the very large population of younger Afghans who have only ever known a life of opportunity and empowerment. It seems unlikely that young Afghans, especially those in urban areas, will forget what might be possible in a society where all citizens are able to contribute to the country's economy prosperity.

In closing, the Gender, Peace and Security Directorate would like to dedicate this book to the people of Afghanistan and particularly the women and girls most impacted by the recent regime changes. In our hearts and minds, we still and always will stand with them, 'sharna by sharna' (shoulder, to shoulder).

Deanne Gibbon



Group Captain (Dr) Deanne 'Dee' Gibbon CSC OAM

Dr Deanne (Dee) Gibbon CSC OAM is the Director of Organisational Culture and Capability and an Adjunct Associate Professor at the University of Queensland (UQ). She holds a PhD from the University of New South Wales, which addresses women's under-representation in non-traditional occupations. Deanne's most recent role, before joining UQ, was the North Atlantic Treaty Organization (NATO) Senior Gender Advisor in Kabul, Afghanistan.

Deanne previously served as the Head of the Australian Defence Force's (ADF) Sexual Misconduct Prevention and Response Office (SEMPRO) and the Project Director for the ADF's Review into the Treatment of Women. Deanne was a founding member of the Australian Chief of the Defence Force's Gender Equity Advisory Board and Air Force's inaugural Director of Workforce Diversity and Inclusion. Deanne designed and developed the ADF's first Gender Advisor Course and drafted the Joint Doctrine Note which supports the implementation of Gender in Military Operations.

Her efforts to progress cultural reform outcomes in Defence resulted in her winning the 2013 Diversity Category of Australia's '100 Women of Influence' awards and being awarded a Conspicuous Service Cross (2014) and Order of Australia Medal in 2018. In 2017, she was awarded the Nancy Bird Walton trophy for the most significant contribution to aviation by an Australasian woman.

Deanne is married to Rodahn. They parent two talented and highly capable teenage daughters and a menagerie of extremely untalented rescue dogs.



Gender, Peace and Security Within the Australian Context

What is a Gender Advisor?

The traditional role of a military Gender Advisor, as originally conceptualised by North Atlantic Treaty Organization (NATO), is to advise Commanders on how to integrate a gender perspective into all phases of a military operation or mission. This requires appreciating the degree to which crisis, disaster and conflict situations have different, often gendered impacts on members of a community or population and ensuring those differing impacts are actively considered and addressed.

While a gender perspective encompasses all members of a community, the specific needs of women, girls and boys are often overlooked in situations where the key actors and decision makers are predominantly men. It is the Gender Advisor's role to ensure that the specific needs and security requirements of all members within an affected community are afforded equal consideration, especially during the planning stages of an operation. This usually involves developing an understanding of any gender-based differences within a society, as reflected in societal norms, power structures, resource distribution and social roles and how these might interact with the desired operational outcome.



Corporal Jasmine Elliot, Royal Australian Air Force C130J Hercules aircraft Loadmaster, inspects cargo for loading at the Ali Al Salem Air Base in Kuwait.



As demonstrated by the breadth of profiles in this book, the 'on the ground' responsibilities of an Australian Defence Force Gender Advisor can vary greatly according to the mission, type of operation, leadership structure and a range of other factors. During the initial planning phases of an operation, the Gender Advisor may assist other staff with information and intelligence gathering, undertaking analysis and research and drawing on additional networks and other resources to develop a clearer picture of the operational context and the people within that context. This information is then considered and used for operational planning purposes.

During the later phases of an operation, a Gender Advisor may continue to fulfil an advisory function within a strategic or operational Headquarters while also engaging in operational/tactical level tasks. This may be particularly necessary in situations where military men are unable to engage with local women for cultural, religious or other reasons. The ability to interact with women and children during crisis or conflict situations and understand their specific needs and concerns, is often the most rewarding (and important) aspect of the Gender Advisor role.

Some longer operations, for example the Resolute Support Mission in Afghanistan, may involve a specific Gender Advisor mandate or defined requirements (as outlined in the Operational Plan), while some Gender Advisor roles may be more fluid or nebulous. The enormous diversity across Gender Advisor roles is well represented by the profiles in this book.

Some recent developments in the international Gender Advising space include placing a greater emphasis on intersectionality. This acknowledges factors such as ethnicity, religion, age, health, disability, literacy levels and economic conditions within a given community



COL Amanda Fielding on deployment with colleagues.

will expose men, women, boys, gender non-binary people and girls to different vulnerabilities, threats and opportunities.

The recruitment and exploitation of children as soldiers and operatives (usually boys), Conflict-Related Sexual Violence (CRSV) perpetrated against adults and children of all genders, mass genocide of particular groups and the systematic annihilation of people with disability all have intersections with gender, power dynamics and other social dynamics. The Gender Advisor role will therefore encompass a much broader remit than only focusing on gender.

A number of profiles also refer to Gender Focal Points, which may differ quite considerably to Gender Advisor roles. Gender Advisor roles are full-time specialist roles undertaken by individuals with technical training as a Gender Advisor. Gender Focal Points also apply a gender perspective, but usually whilst undertaking their routine role within an operation or mission.

One example might be a logistics officer in an operational Headquarters ensuring humanitarian stores drops include items specifically needed by women, for cultural, health or caring reasons. Another example might be a Gender Focal Point in a psychological



operations role ensuing messages reach all members of a community, including those who may not be literate due to restrictions on attendance at school and/or unable to leave their homes.

Gender Focal Points also receive specialist training, but often not to the same extent as a Gender Advisor.

What is Australia's 'Gender, Peace and Security' mandate?

The UNSC's Women, Peace and Security agenda is an international mandate which formally commenced with the release of United Nations Security Council Resolution 1325 in 2000. This 'landmark' Resolution was the first to specifically call for action regarding the gendered nature of conflict, noting the changing nature of warfare, the purposeful targeting of civilians during conflict and the disproportionate impact of conflict on women, children and other vulnerable groups.

UNSCR 1325 formally requires parties to a conflict to support women's participation in conflict prevention, peace negotiations and post-conflict reconstruction, prevent violations of women's rights and protect women and girls from sexual violence at all stages of conflict and post-conflict rebuilding processes.

UNSCR 1325 was the culmination of many years of advocacy, predominantly by women's groups and a global change imperative which had been building for many years. The Rwandan Civil War and 1994 genocide, which saw over half a million women and children raped, sexually mutilated or killed, within a period of months,

was arguably the tipping point for instigating urgent international action.

This urgent need and growing international outcry was crystallised through the 1995 Beijing Declaration and Platform for Action, which was considered the most progressive and remarkable global commitment to and blueprint for advancing the rights of women and girls.

UNSCR 1325 was, in part, a response to the unprecedented political will expressed through the Beijing Declaration, noting the changing nature of conflict and global landscape required new mechanisms for protecting and empowering women and girls. Specifically, UNSCR 1325 and subsequent resolutions recognised the need for Member States and those engaged in peacekeeping/peacebuilding to recognise:

- Participation: Increase women's active and meaningful participation in institutions and mechanisms related to prevention and management in conflict and post-conflict operations.
- Prevention: Prevent and resolve issues affecting women and girls' safety and afford them greater protections during periods of conflict and unrest, including during UN field-based operations and peace processes.
- Perspective: Adopting a 'gender perspective' in peace and security efforts (including peace operations, disarmament, demobilisation and reintegration activities), to ensure plans, programs, activities and processes are designed in consideration of all members of an impacted community/country, not only its predominantly male leaders.



ADF Troops set to respond to COVID-19 pandemic in Australia.

- Protection: Proactively seek to protect women and girls from conflict related sexual and gender-based violence.

In response to the changing nature of conflict and outcomes from subsequent conflicts, the UNSC has adopted additional resolutions over the past few decades. These collectively form the international 'Women, Peace and Security Agenda'. These resolutions are: 1325 (2000); 1820 (2009); 1888 (2009); 1889



(2010); 1960 (2011); 2106 (2013); 2122 (2013); 2242 (2015), 2467 (2019) and 2493 (2019).

In 2019, the Australian Defence Force purposefully changed its language from 'Women, Peace and Security' to Gender, Peace and Security, in acknowledgement that gender encompasses a much broader perspective than 'women'. Many other countries have adopted, or are considering, a similar approach.

Australia's National Action Plan

Australia is one of 98 countries (as at late 2021) which have made a formal commitment to apply the United Nations Security Council Resolutions pertaining to gender. Each country's commitment is enshrined within a National Action Plan (NAP); Australia's first NAP was released in 2012, with an updated NAP released in April 2021.

The Australian Defence Force's Gender, Peace and Security Mandate (which is the reason behind many of the actions described in the profiles) exists within much larger national and international frameworks addressing gender and women's rights more broadly.

Australia's NAP complements and reinforces other strategic imperatives, perhaps most notably, Australia's commitment to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), to which Australia has been a signatory since 1981.

More recent national efforts include taking action towards the UN's Sustainable Development Goals (SDG), noting that SDGs 5, 10 and 16 all have a nexus with gender equality.

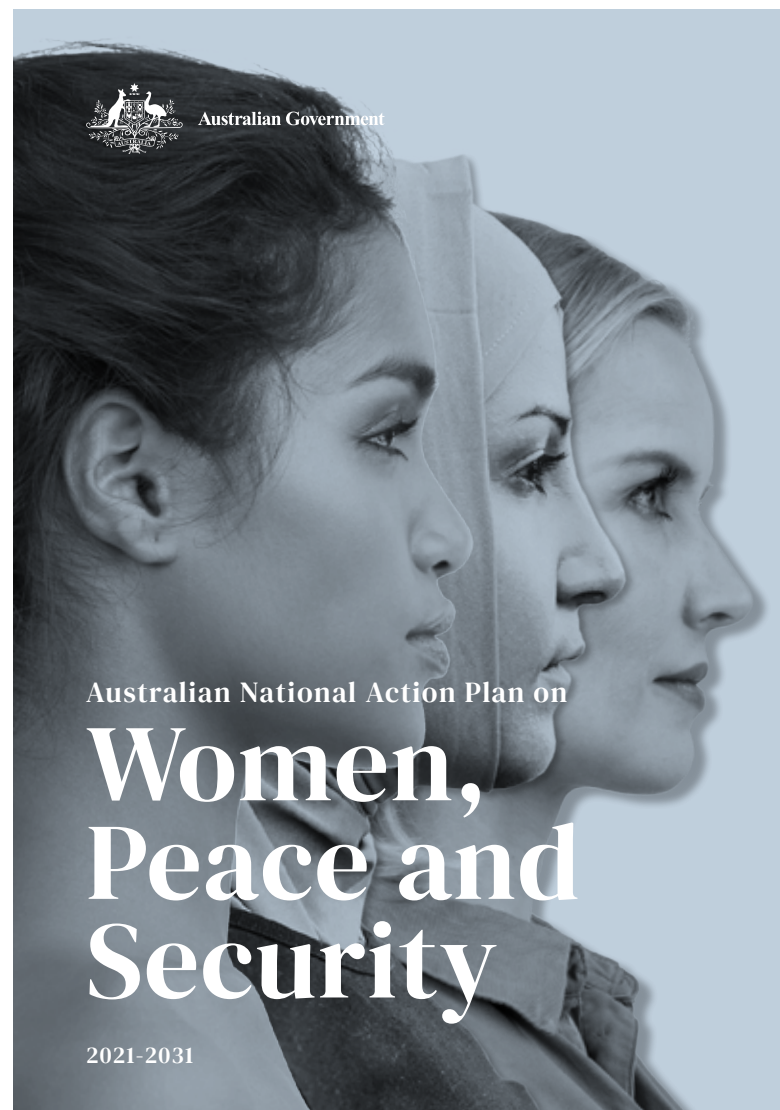
The Australian Government also reinforced its commitment to gender equality through the 2016 Gender Equality and Women's Empowerment Strategy which focuses on women's empowerment through aid programs. Even more recently, the 2017 Australian Foreign Policy White Paper, noted that:

'Gender inequality undermines global prosperity, stability and security.'

It contributes to and often exacerbates a range of challenges, including poverty, weak governance and conflict and violent extremism.

Australia's foreign policy pursues the empowerment of women as a top priority, including through the advocacy of our Ambassador for Women and Girls.'

The NAP required the Australian Defence Force and other government agencies to demonstrate action towards UNSCR 1325 and related resolutions. This entails: applying a gender perspective to our political and diplomatic interactions; alignment of strategic priorities; Joint and Service-specific planning and conduct of operations; training and evaluation and reporting frameworks and processes.



Australia's National Action Plan on Women, Peace and Security 2021-2031.



Training Gender Advisors and Gender Focal Points and ensuring they are involved in operational planning processes and deployed as part of an operational Headquarters (reporting directly to the Commander) are some of the very practical ways that Defence has taken action to support NAP outcomes.

Increasing women's overall representation in the Defence Forces, also enables the ADF to ensure there are sufficient numbers of women involved in humanitarian response, peacekeeping, conflict prevention and the

other missions we undertake, regionally, nationally and globally. Australia was the first country to mainstream military doctrine addressing UNSCR 1325 to develop a Gender Advisor Course specifically for an audience of Defence personnel and embed UNSCR 1325-related training into professional development and education pathways for all personnel.

The sense of pride in our innovative and ground-breaking work is evident from the profiles presented in this book. Also evident however are the many challenges

we have faced in growing a new, and at times, highly misunderstood capability. Despite these challenges and noting recent global events, our work continues undeterred.



Royal Malaysian Navy officers join Royal Australian Navy officers onboard HMAS Sirius in Kuantan, Malaysia.



Military Gender Advisor to Commander of UN mission in South Sudan, Major Bettina Stelzer stands alongside female members of the South Sudanese Military/Sudanese People's Liberation Army during the workshop on Preventing Gender Based Violence in Bor, South Sudan.



Left to right: Chief Joint Operations, Lieutenant General Greg Bilton, AM, CSC; Head Joint Services Support Division, Rear Admiral, Brett Wolski, AM, RAN; Warrant Officer of the Airforce, Fiona Grasby, OAM; Chief of the Defence Force, General Angus Campbell AO, DSC; Warrant Officer of the Navy, Deb Butterworth, OAM, CSM and Bar; Associate Secretary, Katherine Jones; Director of Gender, Peace & Security, Joint Capabilities Group Commander, Jennifer Macklin CSC, RAN; Deputy Chief of Army, Major General Anthony Rawlins, DSC, AM; Commander Joint Health, Surgeon General Australian Defence Force, Rear Admiral, Sarah Sharkey; Chief of Joint Capabilities, Air Marshal, Warren McDonald, AO, CSC; Director General Pacific and Timor-Leste Air Commodore Stephen Edgeley, AM and Head of People Capability, Major General, Natasha Fox, AM, CSC; as Defence celebrated the 20th anniversary of the United Nations Security Council Resolution 1325 (UNSCR 1325) and its achievements in implementing the Gender, Peace and Security (GPS) global agenda at an event at Russell offices in Canberra on the 28th October 2020.





Profiles of Australian Gender Advisors on Military Operations



Captain Jennifer Macklin, CSC, RAN

Delivering an Enduring Gender, Peace and Security Capability for Defence

Since commencing in her current role as Director, Gender, Peace and Security (DGPS)¹ in 2019, Royal Australian Navy Captain Jennifer ‘Jenn’ Macklin CSC has delivered outstanding outcomes for Defence’s Gender, Peace and Security capability. From the outset, Jenn’s focus has been on building a strategically focused, coordinated and resourced GPS capability that will endure beyond her tenure in the Director’s role².

Jenn’s innovative approach, understanding of Defence’s strategic environment and ability to get ‘buy in’ at the most senior levels of Defence has enabled rapid progress towards her vision for GPS. Within her first twelve months in the Director role, Jenn had formally established the new Gender, Peace and Security Directorate (and associated staffing and resourcing structures) within the Joint Capabilities Group organisational structure. This involved conceptualising and implementing a robust governance and accountability framework for GPS and resolving some of the command and control complexities which have previously impacted Defence’s approach to GPS.

The new Framework, endorsed by the Secretary and the Chief of the Defence Force in 2020, is essentially a

roadmap for the future of GPS in Defence. The document establishes clear technical and operational command and control accountabilities for GPS within Defence, encompassing: training and professional development; strategic Defence policy and international engagements; research and development; and strategic partnerships and inter-agency cooperation.

Creating an agreed framework for GPS was not without difficulties, due to the complexity of the environment and the wide range of stakeholders at all levels of Defence:

‘There are so many different constituencies and a lot of passionate people working in the GPS space ... the key was to channel this passion in a positive way. The Defence GPS Mandate articulates our intent, defines Defence’s unique contribution to Australia’s National Action Plan (NAP) and outlines our priorities and how we measure success. The strategy and governance framework will ensure our program of work is effective over time and postures Defence to meet the intellectual challenges of creating the future: What does GPS look like in 10 years-time? What emerging trends do we need to respond to? What will the geo-political climate be? How will we know we’ve made a real difference? What does success look like?’

One of Jenn’s earliest reforms was transitioning Defence’s nomenclature from ‘Women, Peace and Security’



Captain Macklin, CSC, RAN, – Gender Advisor to Combined Joint Taskforce – Operation Inherent Resolve (Iraq).

(WPS) to the more inclusive term ‘Gender, Peace and Security’:

‘...We talk about Gender in Military Operations ... and think about gender as a social construct and how it might manifest in an operational context, rather than limiting our analysis to women and girls. GPS is how Defence operationalises the NAP. When we deploy into an area of conflict or a disaster scenario, we are analysing the entire human terrain – not only the situation for women and girls. We need to form a complete picture of the operating environment to enable the best possible decision making and prioritising of effort.’

In 2020, Jenn’s team also established a ‘whole-of-Defence’ Gender Focal Point Network as a forum for planning and coordination for GPS-related activities across Defence and with relevant government agencies. While still quite new, the network is already proving an invaluable vehicle for cross-Service and inter-agency engagement and cooperation on GPS activities and initiatives. The network concept was modelled on the highly successful ‘Diversity and Inclusion Practitioner Network’ which Jenn implemented in a previous role as the inaugural Director of Diversity and Inclusion for Navy³.

‘My aim is always to generate greater connectivity across departments and organisations and enhance opportunities for shared learning and ongoing collaboration. I know through experience that sustainable change happens, one person and one conversation at a time, through challenging respectfully, educating others and building capacity both individually and institutionally. We want to encourage people to feel empowered and become more active within their own sphere of influence ... you don’t have to be a gender advisor to apply a gender



perspective ... it's about education and enabling that conversation naturally in everyone's workplace.'

This collection of achievements by the GPS team are quite remarkable, particularly in light of Australia's 2019-2020 catastrophic bushfire season and the impact of COVID19, which diverted critical and scarce resources away from the newly formed GPS Directorate. Jenn believes this rapid traction was made possible by the passionate staff working in the GPS Directorate and the Services, coupled with excellent levels of strategic support for the GPS Mandate:

'Defence currently has really strong buy-in from the senior leadership group. They understand that this is an enterprise level transformation program. This three-star executive championing of the GPS capability, coupled with the Chief of the Defence Force's strong ongoing commitment to GPS, has been critical to achieving an integrated, resourced and sustainable Defence GPS capability that will stand the test of time'.

Another reason for Jenn's success in the Director role is arguably the substantial professional expertise that she brings to the Director position, forged through a range of challenging Defence and non-Defence leadership positions. The most recent of these was a deployment to Iraq as the senior Gender Advisor (GENAD) on Operation Inherent Resolve (OIR), which definitely tested Jenn's ability to influence and shape strategic buy-in. A major achievement in this role was gaining visibility and the leadership support necessary to embed gender considerations across the core functions of the headquarters:

'The GENAD capability within the Inherent Resolve Headquarters was still fairly new when I assumed



Captain Macklin, CSC, RAN – Gender Advisor to Combined Joint Taskforce – Operation Inherent Resolve (Iraq), with colleagues from the multinational CJ9 team. "One Mission, Many Nations."

the GENAD role and the capability wasn't well-understood. One of my priorities was ensuring that gender considerations were factored into the routine planning and strategic communication functions of the headquarters. Establishing credibility and getting traction with senior leaders was key to achieving this outcome. During my time in the role, the GENAD team transitioned from being 'outsiders' to 'insiders' ... we went from having zero visibility, to literally having a seat and a nameplate at the Commander's table ... this

was a really big shift and opened doors for us right across the mission.'

Jenn was also the first ADF GENAD to deploy to the maritime Exercise Kakadu in 2014 and again on the multinational Exercise Key Resolve in South Korea in 2017. These collective experiences enhanced Jenn's appreciation of working within complex multinational situations and finding ways to gain leadership buy-in and deliver creative outcomes in high-pressure, resource-



Captain Macklin, CSC, RAN – Gender Advisor to Combined Joint Taskforce – Operation Inherent Resolve (Iraq), supporting the 2019 International Women's Day event for Iraqi women in the security sector.



constrained contexts. These skills have proven invaluable to leading Defence's GPS capability into the next phase of activity.

'Demonstrating the capability benefits of a gender perspective, whether it is on operations or through our international engagement program is key to success. You need to know your audience and work with them to identify the linkages.'

In terms of future directions, one of the major activities for the GPS Directorate is to enable Defence to meet the government's objectives, as outlined in Australia's next National Action Plan for Gender, Peace and Security (2021 – 2031). Jenn notes that the second NAP will facilitate a transformational shift in Australia, in terms of its scope and ambition:

'The first NAP was a really good starting point for Australia ... it was a call to action and Defence had responsibility for the majority of the actions. We couldn't do it alone ... it required a high degree of interagency collaboration to achieve the agenda ... and the results over the last six years have been really pleasing.'

The team is already working towards six clearly defined lines of effort for Defence, as outlined in this book's introductory overview: Policy and Doctrine; Education and Training; Personnel; Mission Readiness Effects; International Engagement; and Governance and Reporting. Each of these areas requires a sustained effort, leadership support and dedicated resources across the three Services and relevant Defence agencies.

'The second NAP is outcome focused, with ambitious national goals for Australia. The challenge for Defence

is determining how our capability contributes to achieving those national outcomes ... which will be a far more complex agenda than focusing on training and deploying Gender Advisors. The NAP will require sophisticated planning around monitoring and evaluation and consideration of how we engage internationally. The new GPS governance and accountability framework was purposefully designed with a future focus and to enable us to leverage Defence's initial efforts into a sustainable model for ongoing success.'

Thanks to Jenn's vision and leadership, Defence is extremely well-placed to contribute strongly to those outcomes.

'I can't imagine not being connected with the GPS global agenda and diversity and inclusion more broadly. No matter what role I have, I will always apply a gender and 'inclusion lens' because that's just how I see the world. I am genuinely excited to see how the men and women of Defence can build this capability over the next ten years of implementation.'

I am very proud to have been part of the GPS journey in Defence and feel privileged to have worked with amazing and dedicated professionals who have been pioneers in this capability.'



Captain Macklin – Gender Advisor to the Combined Joint Taskforce – Operation Inherent Resolve (Iraq), preparing to attend an engagement with local women's groups.

Endnotes

- ¹ The position was previously titled Director National Action Plan for Gender, Peace and Security.
- ² Jenn refers to this as 'Legacy leadership'
- ³ 2015 - 2018



The photo was taken during Ex MARARA – hosted by the Armed Forces of French Polynesia (FAPF) with participants from Chile, NZ, USA, Kiribati, Vanuatu, Cook Islands and Tonga. L-R; 3rd from left, SGT Rii WALES (Vanuatu), LTCOL Deb Warren-Smith (Australian Army), LTCOL Mamaa Misi (Tongan Army); Policeman Eeri Aritiera (Kiribati Police Force) and CAPT Jon Strickland (Cook Islands Police Force). The other men were from the FAPF. We were on route to visit Raitaea Island and the coalition task force deployed in response to cyclone Scarlett as part of an HA&DR exercise."



Deb Warren-Smith, a former Lieutenant Colonel in the Australian Intelligence Corps, used a career break to take up the role of the Manager of the newly established Elsie Initiative Fund for Uniformed Women in Peace Operations, a United Nations Trust Fund, with the United Nations Entity for Gender Equality and the Empowerment of Women - UN Women, in New York¹.

Lieutenant Colonel Deborah Warren-Smith

A Peacekeeping Perspective

This new role leveraged the knowledge, skills and experience gained through her two-year GENAD Army Operations role, which is the senior coordination point for operationalising the GPS global agenda across Army. Deb was also able to apply her extensive knowledge of UN Operations, developed through several UN deployments² and she continues to manage the Elsie Initiative Fund having retired from the Australian Army in September 2021.

Deb was posted to the GENAD Army Operations position in January 2017 on return from a 12-month deployment as Commander of the Australian Contingent (COMASC) to Operation Paladin, Australia's contribution to the United Nations Truce Supervision Organisation (UNTSO) in 2015-2016. As a newly-minted GENAD working in an emerging area of Army capability within Army headquarters, Deb was required to construct the role from its inception from the outset. She undertook her own research into the GPS global agenda and how the inclusion of GPS concepts and practices can improve military operations and planning.

She also engaged widely with other members of the international and ADF GENAD community and attended the NATO GENAD course in Sweden, which she found extremely useful to enhance her own knowledge and gain international and cultural perspectives on the role of a GENAD. Deb drew on her extensive

operational³ and UN experiences and personnel management background and previous work to progress diversity outcomes:

'My number one priority was to research and deliver a Chief of Army Directive on operationalising a gender perspective in Army. I undertook a considerable amount of research to understand the depth and breadth of the gender framework and cross cutting themes and how Army could approach GPS from a military and operational perspective. While I produced a Directive which underwent considerable consultation, senior leadership had a different perspective. The view was that Army, through its core behaviours and training in, and exercise of, customary international law, already included a gender perspective and the cross-cutting thematic areas such as protection of civilians, sexual exploitation and abuse and conflict related sexual violence were already a standard aspect of operational planning and execution.'

Like many of her colleagues, Deb faced resistance to implementing the GPS global agenda in some parts of Army, including from those in more senior roles. She cites a very senior Army leader referring to GPS as a 'cottage industry' to a large audience of Army leaders as an example of some of the pervasive negative attitudes towards the work of GENADs at the time.



'You know GPS is necessary from a military planning perspective and an intelligence/J2 perspective in terms of a deep understanding of the whole of the human terrain, but we have to keep explaining why we're doing this from a kinetic and war-fighting perspective ... you have to be so creative in the ways of trying to get through to some of our war-fighting counterparts. Having to explain, over and over, why we need to consider half the population when planning and executing operations can be quite exasperating.'

Despite this resistance and other frustrations, Deb has achieved numerous outcomes in the GENAD role. One of her achievements was developing, in conjunction with Ms Jenny Lee from the Australian Civil Military Centre and her Air Force counterpart⁴, a two-day Gender Focal Point (GFP) workshop, first delivered to the Deployable Joint Force Headquarters (DJFHQ) prior to Exercise Hamel in 2018. She and Jenny then tailored and delivered the workshop to the New Zealand Defence Force Command and Staff College.

Deb also deployed on a range of exercises and planning activities during this time, including Exercise Southern Katipo (New Zealand Defence Force) and Exercise Suman Protector for the Five Power Defence Arrangements (FPDA). She cites one particular engagement during this exercise as one of the most rewarding in terms of positive outcomes:

'I deployed as the GENAD on Exercise Suman Protector in 2017 - an FPDA⁵ exercise conducted once every five years ... a two-week command post exercise ... with each of the five countries deploying legal, policy and political advisors. As the sole GENAD, I sought the opportunity to brief all commanders, planners and humanitarian actors participating in the



LTCOL Deb Warren-Smith (centre) with members of the Australian and New Zealand Defence Forces visiting the Commonwealth War Graves Jerusalem War Cemetery in Jerusalem for 2016 Anzac Day; while serving on Operation PALADIN with United Nations Truce Supervision Organisation (UNTSO) in 2016.

exercise regarding not only what a GENAD does, but what they can bring to the table and how to best use them in planning activities. I specifically addressed the importance of including a gender perspective in all operational planning. I was rewarded by seeing commanders having those 'Aha!' moments and wanting to discuss GPS further ... and also seeing humanitarian actors becoming involved in a multi-dimensional, multi-disciplinary military planning exercise ... in some cases for the first time.'

Another of Deb's GENAD experiences was deploying on Exercise Marara with the French Armed Forces Polynésie Française (FAPF), an annual 'cyclone' command post exercise and Humanitarian Assistance and Disaster Relief (HADR) activity hosted by the Armed Forces in French Polynesia. The aim of ADF participation in 2017 was to develop an enhanced understanding of regional HADR capabilities and to demonstrate commitment to the region in a combined setting. Deb worked to ensure a gender perspective was incorporated into the planning and conduct of the exercise, while also



providing a practical, visible demonstration of Australia's commitment to GPS:

'The opportunity to discuss some of the local traditions, customs and culture in detail with the local Mayor of Raitaea Island was particularly insightful. It went a long way to inform the advice I provided to the Commander on the differing impacts of a disaster and significant weather event on the men and women in the communities with whom the military would be working.'

Deb also provided her significant GPS expertise to the 2017 Standard Operating Procedure (SOP) development for the Multinational Force (MNF) Planning and Advisory Team. Deb and another ADF GENAD, Group Captain Dee Gibbon, played leading roles in the development of two MNF SOP Annexes addressing UNSCR 1325 and related resolutions and the Protection of Civilians (POC). Deb also contributed to the 2018 workshop where the POC SOP was substantially developed. Military participants in the MNF workshops included ADF GENADs, subject matter experts from the United States, New Zealand, Australia, Canada and Thailand militaries and a range of different UN and non-government organisation specialists. The SOP workshops provided an opportunity to develop a mutually agreed understanding on the application of GPS in regional exercises and operations.

'From a practitioner's perspective, the opportunity to explore and discuss the application of GPS with a range of civil, military and police professionals, from different cultural backgrounds across the region, was invaluable to ensure a common understanding and realistic approach for a multi-national force.'

It was Deb's international GPS experience, strong UN peacekeeping background and leadership experience that resulted in her being selected to manage the Elsie Initiative Fund – a start-up UN multi-partner Trust Fund. Deb is responsible for the overall management of the Fund, including the Fund's financial and programmatic risks, and ensuring donor's funds—including from Australia, are allocated so that the Fund can achieve its primary impact, to accelerate the pace of change towards the increased meaningful participation of uniformed women in UN peace operations.

Deb believes that while the ADF still has a long way to go to fully mainstream a gender perspective in all operational aspects, it is increasingly making progress in this area:

'We continue to need senior leadership buy-in and thoughtful junior leadership application. We need GENADs and GFPs in key strategic and operational positions. We also need commanders at all levels to understand what the GPS framework is seeking to achieve. It's not just about having a Gender Annex⁶ in our Doctrine or Operational Orders. When the complexities of the human terrain we operate in (and this means the whole terrain, not just the 'enemy') are combined with the operation's longer-term political goals (for example: stabilisation; economic growth; and maintenance of, and respect for, human rights and the rule of law) the inclusion of a gender perspective is essential. These elements are increasingly demanded by a comprehensive 'whole of government approach' and so looking through a gender lens during analysis, planning and operational stages goes some way to understanding and addressing those complexities.'

Endnotes

- ¹ The Elsie Initiative Fund is an innovative mechanism designed to incentivise troop and police contributing countries to understand the barriers to the deployment of women on UN Peace Operations and to develop innovative mechanisms to increase the number of uniformed women who deploy on peace operations.
- ² An intelligence role in East Timor with the United Nations Transitional Administration Authority (UNTAET) in 1999-2000; a military observer role in Syria with the United Nations Truce Supervision Organisation (UNTSO) in 2005-2006; and UNTSO again from 2015-2016 as the Outstation Chief in Tiberius, Israel and Commander of the Australian Contingent (COMASC).
- ³ Ibid, plus as Military Advisor on Operation SLIPPER (OP S), Kabul, Afghanistan.
- ⁴ Wing Commander Jade Deveney, profiled in this book.
- ⁵ The Five Power Defence Arrangements refers to a number of multi-lateral agreements between Australia, Malaysia, New Zealand, the United Kingdom and Singapore (all Commonwealth members) signed in 1971, in which the five signatories undertake to consult each other in the event of external aggression or threat against Malaysia or Singapore.
- ⁶ In the Operational Plan or Operational Order.



United Nations Mission in the Republic of South Sudan personnel stand in front of a RAAF C17A Globemaster at Juba International Airport, South Sudan. From left to right: Sudan People's Liberation Army officer Captain Joc; RAAF officers Squadron Leader Greg Sorensen, Flight Lieutenant (FLTLT) Adam Wilson and FLTLT Donna Watts-Endresz (AS NSE); a Cambodian Military Police officer; RAAF Warrant Officer Gavin Willmet; and Tanzania Army officer Major Bryson.



Wing Commander (Dr) Angeline Lewis

The Inaugural Gender, Peace and Security Fellow

On International Women's Day 2018, the then-Minister for Defence¹ announced Wing Commander (Dr) Angeline Lewis' appointment as Defence's inaugural Fellow for Gender, Peace and Security. The Fellowship was conceptualised by the Minister as a mechanism to improve knowledge transfer and collaboration between the Department of Defence, academia and the Australian Defence Force Academy. Part of Angeline's role was to propose a framework for the Fellowship into the future.

As a post-doctoral veteran of five operational deployments, Angeline has both the operational experience and academic credibility to situate the Fellowship for future success. She has somehow managed to complete the Fellowship, while simultaneously completing a second doctorate and continuing her academic research and lecturing commitments. At the same time, Angeline deployed as a GENAD and undertook her 'day job' as a Senior Legal Officer. Her work ethic is commendable, as is her commitment to furthering Defence's progress in GPS.

At the time of this interview, Angeline was finalising a report outlining how the Fellowship could be structured to enable Defence to actively contribute to and capitalise on the growing academic narrative around GPS:

'I'm hoping the Fellowship will be confirmed on a full-time, ongoing basis, so we [Defence] can get some substantive research outcomes to integrate into our operations. There's a lot of interest from academia, strategic policy organisations ... and researchers in GPS who are looking at how to operationalise GPS within a military context ... and across the Asia-Pacific region. The Fellowship is ideally placed to facilitate the exchange of ideas between these experts in different fields, with the possibility of future Fellows contributing directly to a substantial research program.'

From a personal perspective, Angeline is interested in further exploring the perceived ideological disconnect between the 'protection' agenda of GPS as developed in United Nations fora and peacekeeping and the broader sphere of ADF operations.

Angeline's views on the Fellowship have been shaped, in part, by her own research into GPS and her most recent deployment as Gender and Protection Advisor to the UN Mission in South Sudan (UNMISS). The role was a timely opportunity to gain practical exposure to the connection between the GPS Mandate and peacekeeping; which became an area of interest during her doctoral research:

'... I'd been focusing on stability operations and Rule of Law reconstruction during conflict and the problem of creating institutions of peace from a situation of war.² You can't really do it successfully during the war because, by definition, peacetime institutions aren't working to maintain order and security. Yet Rule of Law-based theories are premised on using institutional



mechanisms as a transition from war to peace, in tandem with security sector reform. GPS offered a new and different perspective on how we would make that transition, although it can raise similar questions.'

Prior to her GENAD deployment, Angeline had also conducted academic research into Female Engagement Teams (FETs) in Iraq and Afghanistan, where she examined the risks associated with assuming a universal identity, purely on the basis of gender:

'If we take FETs as a case study, how do you take an American or British or Australian corporal and send her to Afghanistan and say, "As a woman, talk to Afghan women and achieve operational outcomes"? A fundamental critique of this approach is that it assumes that all women, as women, have common interests, regardless of their background – but even within host nation communities, priorities can be significantly different among groups of women.'

The role at UNMISS proved to be one of Angeline's more challenging deployments, primarily due to the large scope of work and the need to press constantly for creative analysis and solutions to address gender-based security threats for the civilian population. The security environment in South Sudan also restricted her ability to actively engage with local women and regional actors, which was an aspect of the role she was most looking forward to:

'I was the Gender Advisor and also the Child Protection Advisor, so I had to split my time between those two roles. The role was situated in the Force Headquarters, but under one of the Deputy Chiefs of Staff rather than in a Force Commander's specialist advisory group. The challenges with the role didn't flow from the organisational structure so

much as a variety of other practical and operational considerations ... the receptiveness of some areas to gender input could be mixed when it meant change to existing modes of reporting, analysis or action ...'

Despite these challenges, Angeline, together with other aligned personnel, planned an internal gender parity study to help improve women's meaningful participation in the UNMISS (as opposed to only addressing their numerical representation), by better data collection in respect of where and how female military peacekeepers were being deployed. It included details for an informal exit survey to identify barriers and challenges faced by women deployed to UNMISS.

'A high rate of female participation doesn't necessarily translate into women on patrol, women involved in community engagement, or women in leadership roles who can successfully support mission tasks – which include supporting the implementation of the peace agreement (and its 35% quota for female participation in transitional institutions). A better understanding of participation by rank and position can help target recruitment from contributing states to key leadership and decision-making roles and hopefully contribute to improved overall representation by women in the future.'

Arriving back in Australia in February 2019, Angeline was posted into Australia's Joint Operations Command (JOC) as a Senior Legal Officer, where she continued to advocate for gender to be considered throughout the Joint Intelligence Preparation of the Operational Environment (JIPOE) and operational planning processes:

'... If the intelligence and threat analysis integrate gender considerations effectively, then the normal

JMAP [Joint Military Appreciation Process] should take over in generating gender-informed plans without specialist input from the Gender Advisor. One person can't be solely responsible for gender in operational planning. Like anyone in the JPG [Joint Planning Group], I could speak up at any time with fresh thoughts or critical approaches, even as simply as asking what the gender distinctions are, or whether it's possible to monitor changes in domestic violence and sexual violence to tell us something about stability within a specific community.'



Wing Commander Lewis attends a women's workshop on Conflict Related Sexual Violence (CRSV) in Juba in late 2018, with Amer Deng (leader of the women's bloc of negotiators for the September 2018 revised peace agreement, which included a 35% quota for women's representation in transitional government institutions, plus promises of a hybrid court to deal with sexual violence and other crimes during the conflict)

Endnotes

- ¹ The Honourable Senator Marise Payne, who instigated the Fellowship and announced Angeline as the inaugural Fellow in February 2018.
- ² Lewis, A., *Judicial Reconstruction and the Rule of Law: Reassessing Military Intervention in Iraq and Beyond*, Brill, 2012, which comprised her doctoral thesis in international law at the Australian National University (Doctor of Juridical Science). She also holds a PhD in sea power history (UNSW Canberra, 2019).



Captain Anne Andrews, RAN

Excellent Outcomes in Gender, Peace and Security

Prior to her deployment, Anne worked in a number of different roles in the Navy, including learning and development, human resources and strategic personnel management. She developed an interest in GPS in 2012 and prior to her deployment to OP RS was actively seeking an opportunity to work in a Navy or Defence GPS role. She was certainly well-qualified to do so.

In 2016, Anne completed a Masters of Philosophy in GPS through UNSW Sydney, working with the United Nations (UN) Headquarters in New York. Her research examined effectiveness gains through women's participation and the application of a gender perspective in UN Peacekeeping operations. When the opportunity to deploy as a Senior GENAD arose, Anne 'jumped at the chance':

'I asked for Gender Advising roles when these were being established but I wasn't in the right place at the right time until 2019. When the RS deployment came up, I was ecstatic to be able to work in the field.'

The deployment turned out to be everything Anne hoped it would be and she is incredibly proud of the tangible outcomes from her 12 months in the role. Still working along the three original GPS lines of effort (LOE) aligned to UNSCR 1325's participation, prevention and protection pillars (as per the activities of previous GENADs in the role), Anne developed a Campaign Plan² to operationalise gender initiatives making them more tangible for the coalition forces, thereby enabling greater traction with all parties. Anne and her team of four (which

grew to eight at the end of her tenure), were responsible for implementing the Campaign Plan which included 14 separate projects:

'The intent was to mainstream gender perspective considerations so the Gender Office wasn't the lead for all projects. To enable oversight, I established a weekly coordination meeting where leads were required to report on their progress. This ended up being a really efficient way of tracking progress for each program and synchronising our efforts.'

Without invalidating her own hard work, passion and determination, Anne acknowledges the criticality of senior leader support in gaining traction in GPS. During her tenure and largely due to her advocacy, gender became a line of reporting during the Commanding General's³ weekly meeting with key staff, which raised the profile of GPS further and held others to account in a very visible way.

The Commander's support proved essential to providing Anne with the resources, reach and access needed to excel in her role. Anne also spent time building stronger working relationships with the International community and senior leaders in the Ministry of Defence and Ministry of Interior and other Ministries such as Education, Women's Affairs and Foreign Affairs, which garnered support and expedited the progress of new Gender Office initiatives.

As at January 2020, the ADF had deployed seven Senior GENADs to Operation Resolute Support (OP RS) in Afghanistan. Several of the profiles in this book demonstrate the progress made since Colonel (COL) Amanda Fielding undertook the first rotation. Commander (CMDR) Anne Andrews¹ is the most recent GENAD to return from OP RS and was grateful for the opportunity to talk about her many achievements in the role.



Captain Anne Andrews, RAN, speaks with women from the Afghan Security Forces during Operation Resolute Support in 2019.



One of these Gender Office initiatives was an Internship Program which was conceptualised, approved, funded and launched within a five-month period, which indicated Anne's ability to leverage relationships into tangible outcomes. The internship involved bringing degree-qualified women into the Afghan National Defense and Security Force (ANDSF) for an initial period of 12 months, earning 75% of the salary they would receive if they joined the ANDSF at the conclusion of their internship:

'The internship gave university-educated women, who may never have considered joining the military or the police, the opportunity to gain exposure to the sector and see whether it was a suitable career choice for them ... the flow-on effect was that they would talk to their communities about their positive experiences and even if they didn't join, there was a high likelihood that they'd go into another government department which would still be of benefit to women's participation.'

For the Pilot Program they received over 100 applications for 45 positions, which is a testament to the program's attractiveness to women and the shifting attitudes towards women serving in security sector roles. The high number of applicants could also be attributable to the Ministries of Defence and Police being proactive with the appointment of senior female Deputy Ministers, together with a targeted communications campaign designed to shift community attitudes about women serving in security sector roles:

'We worked with the communications and psychological operations teams⁴ to raise the profile of Afghan women serving in security sector roles ... this included interviews and programs on local radio on the role of women in the police and army so the community could see it was not against their values system and could appreciate that women were

essential to the success of the security sector. Other examples included female police in vital roles such as searching women at the airport, interviewing female victims of sexual abuse ... or, in the case of the army, the quick response units helping women and children in crisis. To achieve any change, it is critical to put messaging in the community supporting the need for a security sector that has women in it and that highlights women's opportunities to contribute to their own security.'

The positive messaging may also have contributed to the high volume of applicants in the last recruitment rounds for the Afghan Police Force, with approximately 3,000 applicants for only 250 positions. Anne notes that of the 250 women selected, 95% were degree-qualified, which reflects the changing cultural landscape of certain parts of Afghanistan and women's increasing access to education and employment opportunities.

Rather than just looking at the numbers of women in the ANDSF, another focus for Anne and her team was 'meaningful participation,' especially for women who had excelled in high-intensity, operationally-focused specialist training:

'There were several women commandos who had successfully passed special forces training, but weren't always employed in the right roles ... some were placed in office roles which didn't capitalise on their training. Whereas in the quick response units, women were regularly employed on patrols to go forward into crisis situations – the best example being the Police Special Units, the 'Triple units'⁵ ... who did the site exploitation, questioning of children and families and sifted through the evidence ... once the door was knocked down by the men, they were the first ones in ... they were just so effective in those roles and really proud to be doing it.'



Captain Anne Andrews, RAN, speaks with women from the Afghan Security Forces during Operation Resolute Support in 2019.

To improve women's access to appropriate positions and clear career paths after graduating from training, Anne also coordinated a review and audit of all the female-designated positions⁶ on the Tashkil⁷, aiming to deploy the right positions in the right locations.

'The 'clean up' of organisational structures and positions is an extremely complex task that needed to take account of cultural sensitivities and norms for both men and women. In the past, positions had been created in areas which were unsafe for women to serve and resulted in cases of abuse, vacancies, or men being placed in positions designated for women. The review required real change and therefore won't happen quickly, but the Ministries understood the need to move forward.'

One of Anne's most impressive achievements was refining the delivery of the Gender Occupational Opportunities Development⁸ program to improve the literacy levels of ANDSF women and enable them to



progress into more meaningful roles. Anne notes that around 25 percent of women serving in the ANDSF were illiterate, often restricting their employment to menial tasks such as making tea, cleaning or laundry. On her arrival at OP RS, Anne quickly detected some fundamental flaws with the program delivery model:

'The program had a focus on teaching English delivered by American teachers, but because of the security situation in some areas, there hadn't been any classes for several months. I thought, "This is ridiculous!" It's a 12-million-dollar contract and they were only teaching around 400 women for a few hours a week. We couldn't cancel the contract, but I could modify it ... and the results were outstanding.'

Anne redesigned the program, reduced the cost from 12 to one-million dollars and significantly improved its sustainability and effectiveness, in addition to other benefits:

'We changed the program to be delivered by local Afghan nationals with teaching degrees. This completely eliminated the security overheads of employing American teachers ... and we were able to employ a lot more [Afghan teachers] as labour costs were drastically reduced. We extended the program's reach and set a six-month goal to increase the number of ANDSF women receiving the literacy programs by 50%, which we exceeded by month four; the program also created employment opportunities for women in regional areas.'

Freeing up such a large amount of funding created new possibilities for additional programs, including plans to build a national high school for girls in Kabul.



Captain Anne Andrews, RAN, Senior GENAD to NATO led Resolute Support Mission in Afghanistan.

After such a successful deployment, Anne is extremely motivated to apply her skills in another GPS position, either in Australia or possibly through another GENAD deployment. Anne intends to remain actively engaged in GPS, assisting with its promotion and implementation to every extent possible.

Endnotes

- ¹ Anne was given temporary Captain (CAPT) rank for the role.
- ² The three lines of effort included 'Force Structure, Capacity Building and Shaping the Environment'.
- ³ Lieutenant General James Rainey Commanding General, Combined Security Transition Command- Afghanistan (CSTC-A)'s.
- ⁴ Combined Joint Psychological Operations Task force (CJ-POTIS).
- ⁵ The 'Triples' (i.e. 222, 333) are General Command of Police Special Units (GCPSU), elite Afghan police units responsible for responding to high-profile attacks and conducting high-risk arrests, crisis responses and counter-narcotics operations.
- ⁶ Securing designated positions for women in the ANDSF was one of the achievements of earlier ADF GENADs.
- ⁷ 'Tashkil' is an Afghan term for a list of personnel and equipment authorisations that forms the organisational structure of the ANDSF. The review of the tashkil was being undertaken for all positions, male, female and gender-neutral.
- ⁸ The Gender Occupational Opportunities Development (GOOD) program delivered Pashto, Dari, English literacy as well as computing and office skills.



Squadron Leader Karyn Ey

Applying Gender, Peace and Security Within a Domestic Context

The past eighteen months have been an extraordinarily busy and challenging time for Specialist Capability Officer and Gender Advisor SQNLDR Karyn Ey. As the Executive Officer in the Gender, Peace and Security Directorate, Karyn has played an integral role in assisting Captain Jennifer Macklin to establish the Directorate, deliver a robust governance and accountability framework and coordinate a range of exciting activities and deliverables either completed or planned for delivery over the coming years.

In addition to her standard workload, Karyn has also actively contributed to ADF operational outcomes during an incredibly challenging period of Australia's history. She was assigned to the Defence COVID-19 Taskforce as the Strategic Gender Advisor at the outset of the pandemic response. This is the first time a Gender Advisor has ever been deployed on Australian soil.

Fortunately, Karyn has the ideal professional and academic background to undertake work related to disaster or emergency response. Her skills in this field were developed through academic studies in community development, a Masters degree in Emergency

Management and a number of years working in disaster relief coordination roles. Prior to joining the Air Force in 2015, she spent five years working as a Disaster Relief Coordinator with an international NGO, where she participated in responses to a range of large-scale, high-impact disasters. The most significant of these include the Tohoku earthquake and tsunami in Japan (2011), extreme floods in Queensland (2011), and Typhoon Yolanda in the Philippines (2013).

Karyn's decision to join the Air Force emanated from a strong desire to serve her country and continue her family's long, multigenerational tradition of military service. A lecture on Gender, Peace and Security delivered during her initial Officer training piqued her interest in specialising in this emerging ADF capability. Her current role draws extensively on her pre-ADF expertise while enabling her to apply her disaster response skillsets to a completely different operating environment.

While Karyn had a well-developed understanding of UNSCR 1325 and related resolutions through her previous disaster response work, her role in the GPS Directorate provided an opportunity to see those principles applied within a domestic military context. The unprecedented events of 2019 and 2020 were certainly instructive in relation to delivering GPS outcomes within a domestic disaster/emergency response context:



Lieutenant General John Frewen, then-Commander of the ADF COVID-19 Task Force is provided with a Gender Brief by Squadron Leader Karyn Ey, Command Gender Advisor to the COVID-19 Task Force.

'Australia's National Action Plan for Gender, Peace and Security has a more outward, international engagement focus and there are definitely different contextual considerations and nuances when working domestically. For example, it was quite challenging undertaking a rigorous gender analysis or country assessment of your own country ... while the underpinning principles are the same, you need to

apply a slightly different lens and try to remain as objective as possible.'

Karyn observed there have been many lessons learnt by the ADF through both the Bushfire and COVID experience, which she hopes will be factored into future large-scale response operations of this nature. One of the main lessons emerging from the bushfire experience

was the need to engage Gender Advisors from the outset and have them positioned at the strategic, operational and tactical levels of response.

'Unfortunately GENADs were not deployed during the Bushfire response, but there are multiple examples of where a GENAD could have provided invaluable support. Some examples include engaging with women and children in remote and regional areas, involvement in Women's Business within Aboriginal and Torres Strait Islander communities and engaging with women in certain communities who may feel very uncomfortable engaging with men outside their families. Another factor is determining logistical supply considerations and ensuring the needs of all members of a family or community have been addressed. A GENAD's role is to ensure these considerations are front of mind from the outset and assist with community engagement activities that are so critical to ensuring community safety.'

Pleasingly, the lessons learnt from the bushfire response were actively incorporated into the ADF's contribution to Australia's COVID-19 management efforts. Karyn was actually the first ADF Gender Advisor to be deployed to a Force Headquarters on Australian soil to address a genuine domestic emergency. The Operation COVID-19 Assist experience demonstrated the importance of having trained GENADs at the strategic and operational levels, supported by a larger network of Gender Focal Points at the tactical level 'on the ground' in key areas.

'The lessons we learnt from the Operation Bushfire Assist experience had a marked impact on Defence's response to COVID-19. We definitely learnt that a GENAD must be deployed straight away on operations such as these. A gender analysis needs to be undertaken at an early stage and gender



The deployment of Mixed Gender Engagement Teams was an important element in ensuring gender considerations were embedded into the work of the ADF during OP COVID-19 Assist..

considerations need to be incorporated at all levels and across all stages of the ADF's response. I was immediately assigned to the Defence COVID-19 Task Force in Canberra at the command level, Wing Commander Kelley Stewart was assigned at the Headquarters Joint Operations Command level and LCDR [Lieutenant Commander] Lauren Keany was at the JTF 629 tactical level. Together, we built a

strong, trained gender focal point network in every state. This enabled us to have reach over all of Australia. Having those three levels worked extremely well and was crucial to delivering a highly effective COVID response.'

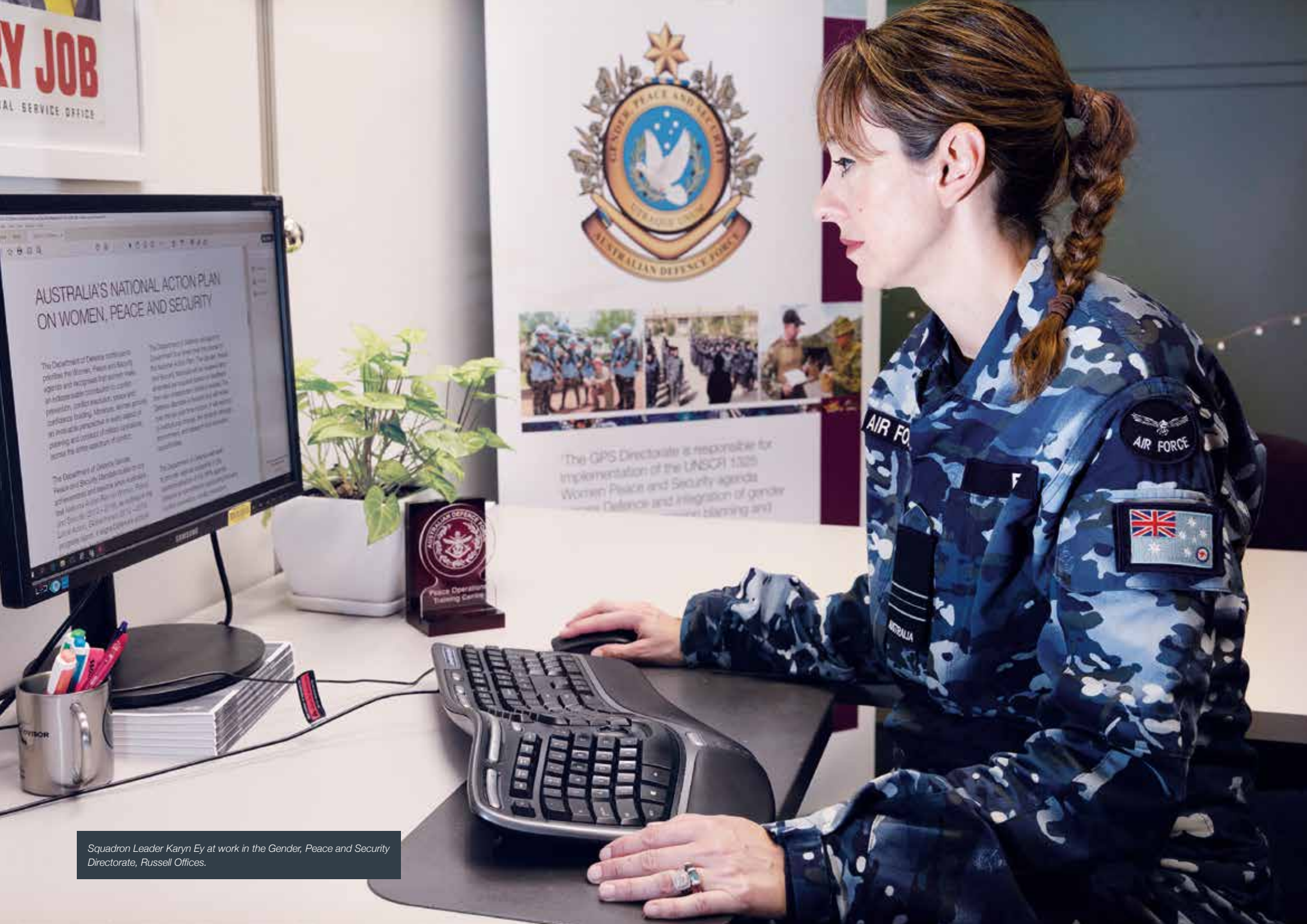
Karyn can provide multiple examples of where applying a gender perspective and/or considering gender

implications proved invaluable to operational outcomes. ADF troops received training on interacting with members of the domestic and international communities; certain cultural or religious considerations which may need to be factored into identification checks or COVID testing and recognising any signs of violence or abuse impacting families under extreme stress:

'We've got a situation where thousands of Defence members are being deployed at very short notice and are having direct face-to-face interactions with the public at a really crucial time in our history. Domestic and family violence levels were going through the roof during lockdown, so troops involved in community door knocking and quarantine security needed to be aware of what family and domestic violence looks like ... the signs to look for and what to do if they suspected domestic violence or child abuse and where to report incidents.'

Another observation from the ADF's COVID response is the clear synergies between gender considerations and broader cultural and community considerations which be factored into any form of response planning.

'We're dealing with diverse groups of people; people from different cultural and linguistic backgrounds, people with differing religious beliefs, people with disability, the elderly, children ... it's a very diverse group, especially in some communities and cities. We needed to consider all of these aspects of diversity through our response planning processes and through pre-deployment training. Good examples include conducting identification checks with Muslim women who may be reluctant to remove their facial coverings in front of male troops, or how to engage and interact with Aboriginal and Torres Strait Islander peoples



Squadron Leader Karyn Ey at work in the Gender, Peace and Security Directorate, Russell Offices.



in a respectful, considered and culturally sensitive way. Working with the public is an opportunity to build trust and confidence in our Defence Force, but conversely, we can also do a lot of damage if we don't do that well.'

Karyn believes there is definitely room to enhance and expedite the ADF's community consultation and communication processes and further embed gender and cultural considerations into ADF training and tools. She noted that improved ongoing training in these areas across the Defence training continuum mitigates the need for urgent, 'just-in-time' training when emergencies occur.

'When disaster strikes, it's much easier to build on skills when the base knowledge on GPS and cultural considerations is already there.'

As the Executive Officer in the GPS Directorate, Karyn is ideally placed to actively address some of the lessons learnt from recent operational experiences. Key priorities on her very long 'to do' list include developing a robust network of trained Gender Focal Points across all areas of Defence and building enhanced GPS awareness into the through-career training continuum for all Navy, Army and Air Force personnel.

'I'd love to reach the point where every ADF member, from newly appointed recruits right through to our most senior leaders have a genuine understanding of what GPS is and how to include gender considerations into their everyday job. That's how we're going to achieve mainstreaming. So rather than having three experts in a Brigade we'll have 2,000 personnel who are applying the principles of GPS in their work. We have very few dedicated GENAD positions, but over 60,000 opportunities to influence.

This is what I'm really passionate about progressing over the coming years.'

It goes without saying that Karyn intends to remain actively engaged in the GPS milieu for as long as she is permitted and is particularly motivated to undertake a United Nations deployed GENAD role in the future:

'I will serve my country in whatever role is assigned to me, but where I am now seems like a perfect fit, especially in terms of my pre-Defence expertise. I'm hoping to stay for as long as I can contribute. My role in the new directorate is full of opportunity, especially in relation to progressing Defence's next steps under Australia's new National Action Plan and helping to realise Captain Macklin's strategic vision for GPS in Defence. I honestly couldn't be in a better place and I'm honoured to be here.'



Squadron Leader Karyn Ey, at RAAF Base Richmond, No.22 Squadron, arrival event for the final C-27 J Spartan delivered to the RAAF.



Australian Army Reservists from 5th/6th Battalion Royal Victoria Regiment work with Victorian Police Officers at the Little River Police vehicle checkpoint in Victoria in support of Op COVID 19 Assist.



Major Attila Ovari

Training GENADs of the Future

Major Attila Ovari joined the Army in 2000 and completed 17 years as a Reservist before transferring to full-time Service in 2019. An Engineering Officer by trade, Attila has worked in a range of different roles in Army, including planning, operations, officer commanding and platoon commander positions. His non-military career has involved senior management positions in the not-for-profit community services sector, incorporating portfolios such as aged care, children's services, disability and youth services.

An understanding of the challenges faced by different members of the community has been an asset to Attila's recent military work, which has required close engagement as a GENAD, in civil-military coordination and GPS. Attila was posted to the Australian Defence Force (ADF) Peace Operations Training Centre (POTC) in 2019-20, where he coordinated the delivery of GPS-related training and seminars, including the ADF Operational GENAD Course.

Attila's first exposure to GPS was during Exercise Talisman Sabre 2017, while working in the J35 cell of a US Headquarters based at Enoggera Barracks.

'The GENAD role caught my interest and so after Talisman Sabre, I attended GPS workshops at 1 Div [Division] and ACMC [Australian Civil-Military Centre] and applied to do the GENAD course because I thought it complemented what I was doing in my CIMIC [Civil-Military Cooperation] position.'

Attila was waiting for confirmation of a place on the course when he received a short-notice deployment to the J53/GENAD position within HQJTF 633¹. He managed to complete the GENAD course prior to deploying, without realising that within six months he would assume full responsibility for its delivery!

The HQJTF 633 role proved challenging for a number of reasons. The short deployment notice meant that a comprehensive hand-over with the previous incumbent was not possible, which was not ideal. The J53 aspects of the position also had a very high-tempo, which made it difficult for Attila to dedicate the time necessary to fulfil the GENAD component of the role. However, Attila achieved his main objective for deployment, which was to implement a more structured reporting process for GENAD activities across the Middle East:

'Before I deployed, Captain Porter² mentioned the lack of reporting back to JOC [Joint Operations Control] on what the GENADs in the Middle East were doing. I reviewed the role and thought the most effective thing I could do was turn the position into a coordination



Participants and trainers at the Australian Defence Force Operational Gender Advisor Course Session 6 in 2019.



point for GENADs in the Middle East, a bit like a COORD [coordinating] Chaplain's role ... to feed that information back from the forward bases, including any lessons learnt. So that's what I set out to do over my five months there.'

Another one of Attila's tasks was refreshing the Standing Instructions (SIs) for Gender in Military Operations for the ADF in Middle East Operations, which had not been significantly reviewed since 2016³. He also undertook a range of activities to improve awareness of GPS across the headquarters:

'Through being involved in reporting and embedding GPS into other processes in the headquarters, I managed to get GPS back onto the radar and made sure that anything produced by the headquarters was reviewed from a gender perspective, which was another good outcome.'

Post-deployment and while considering Canberra-based posting options, Army offered Attila the role at the POTC, which he grabbed with both hands. Since starting in the role in February 2019, Attila and his team have achieved some impressive outcomes in the GPS training environment. Perhaps the most important outcome was a thorough review of the GENAD Course Learning Management Package (LMP), to improve certain aspects of training to accommodate the needs of an increasingly international audience:

'Until 2019, the course was only open to five-eyes nations⁴ ... as part of the LMP review process we made sure the course materials and scenarios were appropriate for an international audience. One simple example was changing the term 'RSL'⁵ in one of the oral assessments to 'veteran's organisation.' This achieved the same intent, but the terminology was more accessible for non-Australians.'

In addition to creating valuable international engagement outcomes, Attila and other course directing staff⁶ believe the international students have enriched the learning experience for all attendees and afforded a deeper appreciation of how GPS is contextualised within different countries and cultures:

'Students gain a realistic appreciation of the complexities and challenges GENADs may face, especially on an overseas deployment. You also get amazing firsthand insights that you wouldn't otherwise have. For example, on the last course, I had an Afghan Officer in my syndicate and when we were discussing some of the issues in Afghanistan ... she was able to explain things in a way that we just wouldn't have considered.'



2019 GPS Emerging Issues Seminars. (POTC)



Attila is careful to emphasise the benefits are not one-sided; and he finds it particularly rewarding seeing people from different cultural contexts both understanding and embracing the GPS imperative:

'It works both ways ... also on the last course, we had a senior Iraqi policeman who seemed a bit disengaged for the first few days. About mid-way through the course, he pulled me aside and said, "Thank you for this excellent and important training. We need to implement GPS training in Iraq and I may need your help." That was a particularly gratifying moment ... my main hope is that students go back to their home countries and make positive changes through the implementation of GPS in their country.'

Another one of Attila's initiatives involved adjusting the GENAD course program to address the Services' growing requirement for targeted Gender Focal Point (GFP) training. The GENAD course is now comprised of two distinct phases: a three-day 'GPS 101' familiarisation module which is suitable for training GFPs, followed by a five-day 'specialist training' module directed at GENADs. This approach has saved POTC considerable resources and reduced the time commitment for already-stretched GENAD Course directing staff. This phased approach was successfully piloted in December 2019.

Since offering the course to international students, the demand for GENAD training has increased exponentially, with 105 students enrolled onto the two 2019 courses. To accommodate these higher numbers, Attila is aiming to panel three GFP/GENAD courses each year, while also exploring options for a 'mobile training product' which could be delivered in different countries and easily adapted to meet the training demand.

In 2019, the POTC also launched a new GPS Seminar Series, which attracted attendees from academia, NGOs, civil society and government agencies. Attila's vision was to create a platform for robust discussion and consideration of contemporary, current and relevant GPS themes:

'When I arrived at POTC, I spoke to the Service GENADs and Commander Macklin⁷ and said "There's a chance to do something a bit different here ... POTC runs seminars on peace operations and humanitarian operations ... why don't we run a seminar for GPS"? The intention was to encourage deeper thinking about GPS issues and to hear wider perspectives than we would normally get in the ADF. It worked really well ... the results were so positive it looks like I've doctored the evaluation forms.'⁸

While the ADF is already delivering a world-class, cutting-edge GPS training capability, Attila has a number of ideas for taking GPS training and seminars to 'the next level.' Irrespective of the direction that his Army or civilian careers take, Attila intends to always be a 'card carrying member' of the global GPS and GENAD community.

Endnotes

- ¹ Headquarters Joint Task Force 633's mission is to support the sustainment of ADF operations, enable contingency planning and enhance regional relationships in the Middle East Region (MER).
- ² CAPT (RAN) Porter was the Senior GENAD in Joint Operations Command at this time.
- ³ The first Standing Orders were drafted by LTCOL Darlene Young while in the HQJTF633 GENAD role.
- ⁴ 'Five Eyes' is an intelligence community comprising Australia, Canada, New Zealand, the United Kingdom and the United States.
- ⁵ Returned Services League, a well-known Australian Veteran's organisation.
- ⁶ Similar views were expressed by both WGCdr Jade Deveney and LTCOL Deborah Warren-Smith, who are also profiled in this book.
- ⁷ Director - Gender, Peace and Security, formerly called Director - National Action Plan for Gender, Peace and Security.
- ⁸ Author's note: the seminar was excellent and Attila most certainly did not doctor the evaluation forms!



Wing Commander (WGCDR) Liani Kennealy was first interviewed for this book in late 2019. At the time, she was simultaneously winding down from an intense deployment as the GENAD for Operation Inherent Resolve in Iraq, while also coordinating an international posting to the United States. She spoke of her excitement about working with United Nations (UN) Women¹ in New York City.

Wing Commander Liani Kennealy

Making a Genuine Difference

'I've been working in the gender space for several years now in a range of different roles at the strategic and operational levels, but the UN posting position is an amazing chance to apply my expertise at a global level ... I'm looking forward to doing work that makes a genuine difference to the lives of women and girls ... and New York City is not exactly a 'hardship posting'²!'

A year later, Liani reflected on her 2019 words with some irony. New York City did turn out to be something of a 'hardship posting' in many respects, with most of 2020 spent in COVID-19-related lockdown and unable to see her children, wider family and friends. Despite (and possibly enabled by) these challenges, Liani still managed to deliver some extraordinary outcomes within her first year:

'As the Strategic Military Advisor – Peacekeeping for UN Women, I'm the only military person on staff at UN Women. My experience brings a level of credibility when working with UN and military entities to increase women's participation in peacekeeping ... one of the challenges during lockdown was interacting with the international community and key stakeholders virtually, rather than having the opportunity to meet and forge those close personal connections that are really important to the work that we do. However the lockdown did enable a greater focus on strategy and policy, which will be really beneficial to the UN's future work.'

One of Liani's achievements has been to reshape the narrative around women's participation on peace-keeping operations:

'... most of the previous talking points about women's participation were focused on gender equality outcomes and 'it's the right thing to do', which doesn't necessarily resonate with most military audiences. So I've been working really hard with my UN colleagues to focus the narrative on improved operational capability and outcomes, which definitely gets more buy-in from military leaders.'

This buy-in is helpful in relation to other aspects of Liani's role, including managing and sourcing funding for the UN Female Military Officer's Course and working on security sector reform through her involvement on the Inter-Agency Security Sector Taskforce. Liani uses her military expertise to provide input into the development of policy and programs at the strategic and operational level, while also serving as the UN Women Gender Focal Point for Sexual Exploitation and Abuse. While travel opportunities have been curtailed, Liani has been advocating for GPS outcomes through senior-level dialogues and several conference/panel speaking engagements. Liani's success has resulted in UN Women seeking to retain her expertise for an additional year. As a secondary role, she is also the Chair of the Women's Military Network in New York. In this role, she has forged a pathway where she directly advocates to the Military Police and Advisors Community of the



Squadron Leader Michelle Oakden (right) talks with Wing Commander Llani Kennealy during the Air Force Women Flying Breakfast.



Permanent Missions in New York for greater participation of women as military peacekeepers.

Like many of her peers, Llani's pathway into Gender, Peace and Security was through roles which focused on increasing women's representation in non-traditional military occupations. Her marketing flair and advocacy resulted in some excellent outcomes for Air Force, including the highly successful 'Women in Air

Force – Defying Gravity' campaign and associated activities, which encouraged young women to consider aviation careers.

'Initially, my primary focus was women's participation within our own military, as opposed to looking through that global lens. This work enabled me to develop a deeper conceptual appreciation of the 'participation' aspects of GPS and achieving outcomes in the face

of resistance ... both of which proved invaluable to my GENAD work in Australia, Iraq and most recently at the UN.'

Another one of Llani's career highlights was her 2014 appointment as the Chief of Air Force's (CAF) inaugural Gender Advisor:

'...As his Gender Advisor, I was briefing the Chief³ one day about women's participation statistics ... and he was very intent on getting more traction in the gender space. He said "Llani, we need a gender perspective on CAFAC⁴ so you're now on that committee." I was the most junior member on that committee, but my inclusion was a strong demonstration of leadership commitment by the senior leaders in Air Force.'

This appointment led to Llani's 2016 posting to the newly established GPS GENAD position in Headquarters Air Command. Her task was considerable - developing a strategy to operationalise GPS in Air Force. One of her first achievements was delivering a Concept of Operations (CONOPs) for the consideration of gender in air operations. Australia's Air Force was the first in the world to create doctrine of this nature.

'We were building a new capability and we needed clear doctrinal guidance around GPS and what that meant for Air Force. We had the strategic guidance but needed to create something that was useful at the operational and tactical levels.'

Llani believes that Air Force's rapid progress in GPS is largely attributable to the development of foundational guidance, coupled with another of her initiatives, targeted training through Air Force's 'GPS 101' foundational learning module. While the course was designed for an Air Force audience, the module became



Wing Commander Llani Kenneally with Female Engagement Team trainees from the Jordanian Military and their mentors from the Canadian Forces to discuss lessons learnt from their training and the overall capability development, Amman Jordan 2019.



part of the pre-course training for the ADF Operational Gender Advisor Course.

Llani's 2018 role as Director National Action Plan provided an opportunity to deliver more strategically focused doctrinal guidance. The Joint Doctrine Note 'Gender in Military Operations,' which was published in 2018 remains Defence's foundational guidance on operationalising GPS. Another outcome in this role was the publication of 'Local Action, Global Impact,' a synopsis of Defence's many achievements in GPS.⁵

While Llani has experienced challenges and resistance within an Australian context, her deployment to Iraq was 'next level' in terms of difficulty. The GENAD function was an emerging capability within the OIR Headquarters and levels of awareness regarding GPS were low:

'Our primary mission was to ensure that a gender perspective was applied to the planning and conduct of all operations ... we knew the best way to achieve this was to establish Gender Focal Points in each Headquarters function ... but it was a struggle and we encountered major resistance in parts of the Headquarters. This completely changed when the Commander implemented gender briefs each week with his one and two-star level staff ... he said, "pick a day and make it happen" and I did!'

Llani used the weekly briefings to galvanise her aspiration to have GFPs in key parts of the Headquarters and ensure a gender perspective was routinely applied to all aspects of the operation:

'At my first coalition briefing, I had an infographic which had green showing the established Headquarters GFPs and red showing the many, many gaps. The Commander saw all the red and said, in no

uncertain terms, "I want all of the red to be green by 1700hrs tomorrow ... tell Llani who your Gender Focal Points are". Our GFP network was literally established within 24 hours ... which was just awesome.'

Another deployment highlight was engaging with different groups of women to better understand their desired outcomes and then incorporating these insights into operational planning:

'I had the opportunity in Syria to meet the Commander and the YPJ⁶ and members of Syrian civil society ... it was fantastic learning from these amazing women who were working to advance the status of women in their community. The YPJ were also responsible for providing security at the Al-Hol Internally Displaced Persons camp ... it was really helpful understanding their challenges and then feeding that information back to the coalition's planning staff.'

In a career of many achievements, Llani has enjoyed those roles which enabled her to shape strategic thinking and innovate in the area of gender equity. She particularly relished representing Air Force on the Chief of the Defence Force Gender Equality Advisory Board and working with the then Minister for Defence, the Honourable Marise Payne, to further the GPS global agenda in the Asia Pacific region. Another highlight was accompanying the Australian Sex Discrimination Commissioner, Kate Jenkins, on a listening tour of the Middle East and Afghanistan.

These experiences have confirmed Llani's strong view that the single greatest success factor for GPS and

broader cultural reform is strong and visible senior leadership commitment.

'Having visible leadership and direct access ... that's one thing I've noticed throughout my years of working in this space that makes a real difference to getting things done. It's so hard for gender initiatives to be truly transformative if the senior leadership is not really visible and genuinely committed to making positive change. I also feel that ADF leaders trust the expertise they have in GPS ... and so they give us the space to get on with what needs to be done. I have a lot of faith in our leadership and can't wait to see Defence's next phase of activity in the GPS space. The one thing I know for sure is that I'll always remain connected to GPS and progressing gender in any role I may have in the future.'

Endnotes

- ¹ Following Colonel Brad Orchard, also profiled in this book.
- ² A 'hardship posting' is a colloquial Australian military term for a posting to a less than desirable location or where there may be more challenging conditions/circumstances.
- ³ The then-Chief of Air Force, Air Marshal Leo Davies.
- ⁴ Chief of Air Force Advisory Committee, the most senior decision-making committee in the Air Force.
- ⁵ The Defence Report Local Action, Global Impact can be found at: www.defence.gov.au/JCG/Women_Peace_Security/docs/Implementation_GPS_Report.pdf
- ⁶ The Yekîneyên Parastina Jin (YPJ) are a Kurdish all-female fighting force located in Northern Syria.



Commander Jacqueline Swinton

Paving the Way

Commander (CMDR) Jacqueline 'Jacqui' Swinton is a Legal Officer in the Royal Australian Navy. She joined the Navy in March 2007 as a Direct Entry Officer, having completed her Bachelor of Law and Legal Practice from Flinders University, South Australia in 2005. Some of Jacqui's career highlights include operational deployments to Operations Slipper, Resolute Support, Manitou and Fiji Assist and as the Staff Officer to the Chief of the Defence Force and Senior Legal Advisor to the Chief of the Navy.

Jacqui has also continued her studies acquiring a Masters in Military Law from the Australian National University in 2015 and a Masters in Defence Studies from the Royal Military College of Canada in 2020. At the time of her interview, Jacqui was the Chief of Staff to the Director General Military Legal Services.

Jacqui's first exposure to GPS was when she received a short-notice deployment as the Legal Advisor to the Commander for Operation Fiji Assist in 2016. She had been studying UNSCR 1325 and subsequent resolutions when she requested to be considered for the GENAD role. Jacqui was officially tasked as the GENAD (concurrently with her Legal Advisor duties) to the Commander while sailing to the Fiji Islands and as such, was able to provide gender perspectives to the planning process in addition to the conduct of Fiji Assist¹.

The Fijian National Disaster Management Office coordinated the Humanitarian Assistance and Disaster Relief (HADR) response, supported by Fiji's own police and military resources. Jacqui deployed onboard HMAS *Canberra* with her Amphibious Task Group colleagues:

'It was a very short notice deployment ... and the first time the ADF had deployed a GENAD or GFP on this type of HADR operation. There was no duty statement or clear guidance regarding what my role was and I hadn't completed any formal GENAD training ... so I researched as much as possible, familiarised myself with the United Nations Security Resolutions and reached out to the GENAD network for guidance ... I had so many plans and ideas. However with the limited time, I was confronted with reality in that I couldn't achieve everything I hoped to.'

With minimal guidance, Jacqui had to make her own decisions regarding how to best contribute to operational outcomes. In terms of command and control, because Jacqui was the GENAD to the Commander of the Combined Joint Task Force (CJTF)², she had direct access to the planning and conduct aspects of the operation onboard HMAS *Canberra*. There were also two GFPs, Major Rachel Ayoub and Major Jo Richards, who were deployed onshore. She was pleasantly surprised by the level of support she received from Headquarters Joint Operations Command (HQJOC) and JTF personnel:



Chief of Staff Commander Gerry Savvakis RAN (left), and Legal Officer Lieutenant Commander Jacqueline Swinton, RAN, of Fleet Battle Staff, work in the Maritime Component Command of the 1st Division Deployable Joint Force Headquarters at the Shoalwater Bay Training Area as Australian and US Navy warships participate in high-end maritime operations off the eastern Australian coast during Exercise Talisman Sabre 2017.



'CJOPS [Chief Joint Operations] was very interested in operationalising a gender perspective and ... I was given full attention and requests for assistance in transport, logistics and community engagement were prioritised. The CONOPS [Concept of Operations] from CJOPS stated upfront that GPS was an important line of operation that he wanted to see operationalised. It was then up to me to put things into practice ... and work out how to make the principles come alive on the operation. CJTF was very supportive, forward leaning and interested in results and the JOC GENADs were also supportive.'

In addition to providing a gender perspective to operational planning, Jacqui also conducted a range of tasks in support of the mission. She undertook local assessments, which entailed asking questions of local councils regarding the apportioning of financial and non-financial assistance. She also applied a gender perspective to logistical considerations to ensure that women's needs were adequately met through the provision of stores and supplies.

Jacqui also worked with other actors to distribute literature about preparing for natural disasters, which may help mitigate damage to communities in the future:

'One of the tasks I was involved with was delivering important information to local women in remote areas who may benefit in the future. One example was the FemLINK Pacific pamphlets on, 'Weather watch - how to prepare your home for natural disasters.' This information reached a lot of villages that would not usually have access to information of this nature ... through education these communities will hopefully be better prepared for any future disasters.'



(L-R) Joint Fires and Effects Coordination Centre members, Legal Officer Lieutenant Commander Jacqueline Swinton, RAN, of Fleet Battle Staff, Gender and Policy Advisor, Lisa Brown, of the Department of Foreign Affairs and Trade, Legal Officer Lieutenant Grace Blanks, NZDF, of Defence Legal Services, Rebecca O'Brien-Devine, of the Australian Department of Defence Graduate Program and Public Affairs Officer Major Gabrielle Parker, of the 5th Brigade, exchange views on international laws and dynamic targeting at the Shoalwater Bay Training Area during Exercise Talisman Sabre.

A large part of Jacqui's role involved various forms of community engagement with Fijian women, tribal leaders, NGOs and UN agencies³ and female colleagues from the Republic of Fiji Military Forces (RFMF). Fostering positive relationships with key stakeholders and different Fijian community groups was one of the most positive outcomes from Jacqui's deployment:

'Liaising with and helping local women and children in the community was absolutely the highlight of my deployment. They were so proud and thankful to hear what we did in the military and how we were

helping them. They appeared to be in good spirits and were so resilient, even though some people had literally lost everything. I think they felt really grateful for the opportunity to speak with us about how the cyclone had impacted their families and communities and appreciated we were trying to gain a better understanding of their needs and priorities so we could factor those into the recovery and relief effort.'

Although the community engagements were the most rewarding aspects of Jacqui's role, arranging the visits proved to be one of her greatest challenges.



From a logistical perspective, as she was stationed onboard HMAS *Canberra*, Jacqui found it difficult to liaise with Head of Mission staff and UN and NGOs to make the arrangements:

'Fortunately, I had access to the other two GENADs ashore who assisted with visit coordination, attended Cluster Meetings⁴ and had situational awareness about a more holistic approach to gender perspectives in the clean-up.'

One of the key lessons from Jacqui's deployment experience was the need to be considerate of different cultural norms and nuances, even when those norms can challenge your own ideologies:

'I found the cultural traditions to be challenging at times. One example was when we arranged a community engagement to deliver goods to women in a particular village and we had to go through the Village Chief and a group of men who sat in the circle ... the women had to remain quiet and wait for the blessings and thank yous before being allowed to participate in the engagement and receive the goods. I had to be respectful of the culture ... it wasn't my place to step in and bring the women into the fold. Being culturally respectful in a situation such as that achieves bigger gains in the long term.'

The goodwill created through the operation has had an enduring impact on relations between Australia and Fiji and improved coordination between the various stakeholders engaged in GPS in the South Pacific region. Fiji has played an increasingly influential role in implementing GPS and shown great leadership in this area. A number of RFMF personnel have now completed the ADF Operational GENAD course, which has also enhanced relationships between our two countries.

Jacqui feels enormously proud of her work in Fiji and has since undertaken additional operational GENAD roles. She has remained engaged in GPS through assisting with the delivery of GENAD training and conducting presentations on operationalising GPS at military conferences and seminars in Japan, Hawaii and Fiji and to the ADF GENAD course. Jacqui also provides advice and support to others deploying on GFP and GENAD roles:

'My biggest piece of advice is to engage early with other actors who have been 'on the ground' for much longer than you have as they will have a much better understanding of the culture, informal power structures and cultural considerations in different communities. You have to be really innovative, open and flexible. It's not about solving the problems yourself, it's about empowering the local women or NGO or UN agencies who will be there, doing the hard work, long after you leave.'

Endnotes

- ¹ OP Fiji Assist was the Australian Defence Force's (ADF) response to the Fijian Government's request for assistance after Tropical Cyclone Winston on 20 February 2016, which devastated the country and resulted in the death of forty people.
- ² Captain (RAN) Brett Sonter (now Commodore).
- ³ Specifically, the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), the United Nations Children's Fund (UNICEF), Action Aid and FemLinkPacific.
- ⁴ Clusters are groups of humanitarian organisations in each of the main sectors of humanitarian action, for example, water, health and logistics, (UNICEF), Action Aid and FemLinkPacific.



Royal Australian Navy officer Lieutenant Commander Jacqueline Swinton with Joint Task Force 635 speaks to a Fijian woman on Koro Island, Fiji during Operation Fiji Assist.



Royal Australian Navy officer Lieutenant Commander Jacqueline Swinton delivers female dignity packages to women in Vuna Village on Taveuni Island, Fiji. The visit to Vuna was part of International Women's Day 2016 activities.



Lieutenant Colonel Luke Hughes

Building Gender, Peace and Security Capability in the Army

For Lieutenant Colonel (LTCOL) Luke Hughes, 2020 marked a 40-year association with the Australian Army, having joined the Army Reserves in 1980 as an Infantry Officer. He served as a Platoon Commander during the 1990s, before taking a hiatus from the Army until the mid-2000s. He has since reinvigorated his Army career, deploying to East Timor in 2010 and 2011 as a 'J5' planner. At the time of our interview, Luke was engaged on a full-time basis as the Staff Officer 1 - Information Warfare in Headquarters 1st Division's (HQ 1Div) Deployable Joint Force Headquarters.

Exercise Talisman Sabre 2017² (TS17) was Luke's first exposure to GPS and he perceived a general lack of understanding regarding the GENAD role and how GPS should be considered within the exercise scenario.

'We had very good briefs on GPS prior to the exercise and we had a GENAD on the ground, but I still think there was a lack of understanding about how to actually integrate it.'

To further develop his own understanding of GPS, post-TS17 and while working as the J9³ in HQ 1 Div role, Luke completed the ADF Operational GENAD course. Since completing the training, Luke has been a genuine advocate for GPS, primarily due to having a very clear appreciation of the operational benefits:

'When we go into countries and communities, we achieve those strategic types of effects from what we do tactically. Not all societies are patriarchal, some are matriarchal and matrilineal ... within the human terrain and information environment, we need to understand those nuances. If we deny ourselves access to senior women leaders, we could very well find ourselves not succeeding operationally. Operation Fiji Assist is an excellent example of this ... it wasn't until they engaged women leaders that they realised they were directing resources to the wrong places to achieve the required outcomes.'

Since completing GENAD training, Luke has applied a gender perspective to different aspects of his work at HQ 1 Div, but it wasn't until Talisman Sabre 2019 (TS19) that he found an opportunity to apply GPS in a high-end war-fighting scenario. He made every effort to mainstream GPS throughout the planning stage of the Exercise, especially in relation to developing a robust process for reporting Conflict-Related Sexual and Gender-Based Violence:

'We didn't have an appointed Gender Advisor ... but I endeavoured, to every extent possible, to work with Headquarters JOC⁴ to make sure we had a consistent reporting mechanism if we encountered things like gender-related violence, so we could feed that information up the chain. I was pretty keen to achieve consistent reporting from the ground up.'



Operational Gender Advisors Lieutenant Colonels Luke Hughes and Robyn Fellowes during preparation for EX VITAL PROSPECT 2020.



Executive Officer of Battle Group Cannan, Australian Army officer Lieutenant Colonel Luke Hughes from Headquarters 11 Brigade, applies camouflage cream as he prepares to attend a brief in the command post during Exercise Hamel 2014 at Townsville Field Training Area.

The TS19 Exercise scenario included a number of planned GPS events (or injects) which were designed to test the Force's response to different gender-related issues. Luke was required to respond to the serials from two different perspectives: as the SO1 (Staff Officer) – Non-Lethal Effects and as a GFP within that function. There were also a number of different stakeholders and actors with a vested interest in GPS, including both military and Department of Foreign Affairs and Trade (DFAT) personnel operating as GENADs. Around the mid-point of the Exercise, Luke decided to implement a more structured approach to considering GPS:

'We ended up establishing a GPS working group conducted at 1900 hrs each evening. We had the GFPs, DFAT⁵ staff, the Padre, sometimes the Provost Marshal and other interested parties. The working group format enabled us to cover-off on what was occurring within the tactical scenario ... if anything seemed related to the national interest, Eleanor⁶ would provide us with the strategic wrap-around, which was extremely beneficial ... Eleanor was just excellent in helping us out there.'

The GPS working group construct proved highly beneficial to coordinating an appropriate and considered response from a tactical, operational and national-strategic perspective. This was a positive outcome from TS19 that may have broader application on a national and possibly international scale:

'The model worked really well on Talisman Sabre ... I see a real opportunity for Defence

to bring together key stakeholders from International Policy Division, DFAT, the Services, Joint Capability and JOC to develop a more consistent and coordinated national approach to GPS in the different countries Australia works with ... based on different country's needs, cultural sensitivities and priorities for GPS ... we would make some significant gains, but it's something that needs to be done from a team approach.'

Another valuable outcome from TS19 was identifying the need to improve the Force's response to sexual and gender-based violence. HQ 1 Div had developed a reporting tool and process for this purpose during TS17 which was refined and tested for TS19:

'We used the reporting tool from TS17 and it was okay, but not perfect. We still need to develop simpler and more effective mechanisms for reports of sexual and gender-based violence ... this is so important on the ground. We need to develop reporting processes for national, operational and tactical reporting and response coordination from an interagency perspective.'

Luke is currently working with JOC and other key stakeholders to ensure the GPS outcomes from TS19 are addressed in a coordinated way and is particularly enthusiastic about the national GPS working group concept.

'Having dedicated GENADs as planners is vital, that's their role as a specialty and having GPS recognised as an information-related capability is part of that ... the progressive integration



Army Gender Advisor, Lieutenant Colonel Luke Hughes, photographed while the serving as the Commanding Officer of 9th Battalion, Royal Queensland Regiment.

of GPS into training and briefings and more practical examples would also help to build an understanding of the capability.'

Overall, Luke has observed some positive changes in relation to the acceptance of GPS and reduced resistance by Army personnel. He attributes this to improved awareness and a growing understanding of the operational benefits:

'In October last year [2019], I attended a review of the information operations doctrine ... I found it interesting that it had already been suggested that GPS be included as an information related capability ... to me, that's a significant step and I got quite excited about that. There were no 'naysayers' at the table at all ... people were really on board and understood that for GPS to be operationalised, it has to be part of how we do our engagements, how we do our planning, how we do our targeting and so on.'

While Luke would consider deploying as a GENAD in the future, he sees greater benefit in his continued work to integrate GPS in his current role. Planning for international engagements and ensuring there are sufficient numbers of trained GENADs for operations and exercises are on his 'to do' list.

'Command is responsible for Army International Engagement in South East Asia ... I'm currently working on a study of a couple of different South East Asian nations at the moment and I'm looking at them through the gender lens as well ... through the coordination and integration of GPS into major exercises and ensuring we don't just meet our requirements but advance what we're doing ... I think I can contribute a lot to GPS in my current role.'

Endnotes

- ¹ J5 is the staff function responsible for strategies, plans and policy within a Joint Headquarters.
- ² Talisman Sabre is a biennial series of combined Australian and United States training exercises focused on the planning and conduct of 'high end' warfighting.
- ³ Civil-Military Cooperation (CIMIC).
- ⁴ Joint Operations Command.
- ⁵ Department of Foreign Affairs and Trade (DFAT).
- ⁶ Eleanor Flowers, a DFAT Gender Advisor for TS19, is also profiled in this book.



Wing Commander Jade Deveney

The Effectiveness of Mainstreaming

Wing Commander (WGCDR) Jade Deveney's interview was conducted in late 2020, from her 'mandatory quarantine' hotel room in Sydney. She was enjoying some 'down time' after an incredibly busy, but highly successful GENAD deployment on Operation Inherent Resolve (OIR), the international military intervention against the Islamic State of Iraq and Syria (ISIL, in the vernacular, Daesh). Jade's extensive gender advising experience at the strategic, operational and tactical levels of operations, coupled with the timing of her arrival in Iraq resulted in some excellent mission outcomes.

'I arrived at a really fortunate time, as they were rewriting both the Campaign Plan and Operations Order for the next phase of OIR. I was tasked with analysing and developing, at the strategic and operational level, the key gender considerations for achieving sustainable regional stability in Iraq and Syria and ensuring those considerations were embedded throughout those documents... not just in a separate Annex that only the Gender Advisor will read. So for example, the Gender Analysis was included in the Intelligence Annex and so on ... it was really embedded throughout those documents.'

Jade encountered some complex gendered issues while working in Iraq, including Daesh using women in

their operations and managing the risks associated with radicalised Daesh women living in Internally Displaced Persons (IDP) camps. Jade's ability to situate these issues within the content of the overarching Campaign Plan and gain authentic leadership commitment to addressing gendered matters is a testament to her passion and expertise.

Prior to deploying, Jade was the Air Force's Senior GENAD, which was a natural career progression after years of working to progress gender, diversity and inclusion outcomes at the strategic level of Air Force. Air Force has made some tremendous progress towards operationalising GPS over the past few years, much of which can be directly attributed to Jade.

When asked to reflect on her key GPS achievements from her three-and-a-half years in the GENAD role, Jade is quick to emphasise that Air Force's success is predicated on a range of factors, including efforts by a number of different personnel. This refreshing emphasis on 'teamwork' and acknowledgement of others is arguably one of the reasons for Air Force's (and Jade's) success:

'These are not 'my' achievements, they are Air Force's achievements and I've had a lot of really good people in my corner ... it took a genuine team effort to deliver such outstanding outcomes. Air Force's dynamic culture, agility and flexibility enables us to make things happen really quickly, sometimes just by picking up the phone.'



The unusual positioning and scope of Jade's role is an example of this agility. Jade works to progress GPS at the strategic, operational and tactical levels of Air Force, but her position is structurally located within Air Force's Air Command Headquarters. The Air Command positioning has afforded Jade with improved access and reach into the operational arm of Air Force:

'Having a dedicated GPS position in Air Command has accelerated our progress and demonstrates leadership's commitment to GPS. We haven't stuck to a one-size-fits-all model ... we've implemented GPS in a way that is effective for us.'

Jade notes that Air Force had a systematic, planned approach to GPS from the outset, which was focused on three primary building blocks including developing a doctrinal framework, upskilling Air Force personnel and testing the capability in multiple operational contexts. Establishing foundational doctrine, *'Gender in Air Operations'*, was seen as an important enabler for subsequent activities. The doctrine was based on earlier conceptual work undertaken by Group Captain Stuart Dowrie, who was involved in the early stages as the capability was developing:

'We were the first military in the world to develop operational doctrine of this nature, unpacking the question, 'What does GPS mean to Air Power?' We provided technical GPS content and worked together with the operators, as the subject matter experts, to draft the content relevant to their areas ... it was a collaborative approach. It speaks to our culture that it was drafted, approved and published within a six-month period.'

In accordance with Air Force's plan, the next phase of activity was upskilling personnel, which was achieved by



Royal Australian Air Force Wing Commander Jade Deveney, Gender Advisor (centre), discusses the gender considerations regarding civilian populations in an operational area, with Security Force personnel at the Batchelor Entry Control Point.

embedding GPS into the Professional Military Education and Training (PMET) continuum:

'Our plan is that Air Force members joining today will develop an increasingly sophisticated understanding of GPS as they progress to different roles and ranks throughout their career.'

Jade notes that rather than situate GPS as 'stand-alone' lessons, gender concepts and considerations have been integrated into the operational-focused Air Power training modules. For example, an Air Power assessment on humanitarian assistance might include various gender considerations as part of the assessment scenario.



In addition to mainstreaming GPS into the PMET continuum, Jade has also worked to develop a context-specific appreciation of GPS through the initial employment training pipeline for different occupational groups:

'We've asked, 'What does GPS mean if you're a logistics officer?' and 'What does GPS mean if you're a loadmaster?' and we've built the answers to those key questions into the core initial employment training for the different occupational groups. We've also built GPS into other operational training like the air operations planning course, air operations targeting course, and the senior air component leadership course for fighter pilots, where they consider GPS in relation to joint efforts.'

A similar opportunity arose through the 2018 Integrated Sea and Land Series, which Jade considers to be a 'defining moment' for mainstreaming the GPS capability in Air Operations.

'On day one of the Exercise, the Air Operations Commander called and said, "I need you out here to be my GENAD." We used this opportunity to start unpacking what GPS meant for Air Force in this context. I was sitting in targeting groups asking things like, "What is this infrastructure used for?" and "How do men use it?" and "How do women use it?" and "Do men and women have different patterns of movement?" ... just asking those key questions really helped improve the planners' and operators' understanding of why GPS was important and how it mattered to us.'

This opportunity enabled Jade to build Air Operations Centre staff awareness of and knowledge about the

application of GPS, in addition to contributing a gender perspective to campaign planning and execution. Jade also provided the operations staff with additional considerations when evaluating targets, to improve outcomes for populations impacted by military actions.

As Air Force's GENAD for Exercise Pitch Black 2018, once again, Jade ensured GPS was mainstreamed throughout the exercise and factored into the re-stabilisation operations. This was achieved by conducting a gender analysis for consideration by planning staff before the exercise, creating frameworks to meet any mandatory reporting requirements and providing input to the Commander's Critical Information Requirements. Jade also ensured women's perspectives were captured through all community engagement activities, including key leader engagements.

In terms of other GPS mainstreaming activities, Jade has focused on increasing the number of GENAD-trained personnel across Air Force, particularly staff in key planning or operational positions. From Jade's perspective, the major advantage of having large numbers of planners and operators trained in GPS is the ability to send a GFP forward as part of the response team in situations where there may be minimal scope to deploy a dedicated GENAD.

'The beauty of having operators trained on GPS is that I've always got someone in country and on the ground. They may be deploying as an air planner or operations officer, but they can then be looking through that gender lens and factoring GPS into planning. Air Force's response to Tropical Cyclone Gita is an excellent example of this in action. The approach worked really well for us.'

Jade has employed the same 'mainstreaming' strategy when considering at how Air Force can integrate GPS into their exercises. Wanting to avoid the tokenistic 'tick the box' approach, Jade has participated on numerous exercises over the past few years and has maintained an approach of incorporating GPS into *existing* serials and injects, rather than creating serials as 'add-ons' to an existing scenario. This was certainly the case on Exercise Cope North 2019²:

'We were exercising our evacuation handling processes and one of the planners asked me, "What GPS serials do you want to inject," and my response was, "How about you show me the existing serials and I'll build gender considerations into those."– We ended up turning an existing serial involving finding someone with a large sum of money into a human trafficking serial. It was that easy.'



Wing Commander Deveney deployed on Exercise Pitch Black 2018 training ADF members to apply gender considerations when conducting community engagement activities.



Air Force has assessed the two-year exercise planning cycle to evaluate where GPS is most effective. As a result, the focus is now on four main exercises, each with a specific purpose or intended outcome. At the time of our interview, planned exercises included Cope North; Pitch Black³; Joint Warfighting Series⁴; and Pacific Angel⁵. While Pitch Black seems an unusual choice, given the lack of scenario and domestic focus, it was selected for other reasons:

'We chose Pitch Black primarily because it's the Chief of Air Force's premier international engagement activity ... and it's an opportunity to situate Australia as a regional leader in GPS. This is where the work of GENADs directly links up to the National Action Plan and Australia's national strategic objectives.'

After such an accelerated start, Jade views the next few years as an opportunity to consolidate and refine. While Jade will post into a new role after her OIR deployment, she intends remaining closely connected to GPS through various endeavors and aspires to return to a full-time GPS role in future.

With her extensive experience, Jade also supported international engagement activities to build GPS capabilities with Australia's regional partners, participating in numerous government level engagements advising international organisations on best practice models of implementation and facilitated training on GPS for international militaries, including Indonesia, Vietnam and Laos. Consistent with the strategy of mainstreaming, Jade worked with medical staff and construction engineers during Exercise Pacific Angel to understand how gender considerations applied to their humanitarian work with a focus on clearing debris from school and child play areas, safety and lighting for infant and child clinics and girls

empowerment in schools. Jade also led a training team advising His Majesty's Armed Forces in Tonga on developing Strategic Human Resource Management capability with a focus on increasing women's participation and roles within their military.



Wing Commander Jade Deveney deployed to Tonga to support His Majesty's Armed Forces to increase the number and roles of women in their military.



Wing Commander Jade Deveney deployed to facilitate a GPS training workshop for the Vietnamese and Laos militaries.



Wing Commander Jade Deveney deployed to Indonesia as the Gender Advisor for Exercise Pacific Angel supporting Government level discussions of GPS and supporting ADF and USAF medical and engineering teams in integrating gender considerations to their community projects.

Endnotes

- ¹ Jade is referring to herself and Wing Commander Liani Kennealy, also profiled in this book.
- ² Exercise Cope North is an Air Force humanitarian and disaster response training exercise located in Guam.
- ³ Exercise Pitch Black is a biennial three-week multi-national large force employment exercise conducted from RAAF Base Darwin and RAAF Base Tindal.
- ⁴ Joint Warfighting Series is a tri-service exercise of maritime, land and air elements.
- ⁵ Pacific Angel is a US-led international exercise with regional partner nations deploying medical and engineering teams to assist local communities overseas.



Ms Eleanor Flowers

A Whole of Government Approach

Eleanor Flowers joined Australia's Public Service in 1993 and has spent most of her career in policy and advisory roles within the Department of Foreign Affairs and Trade (DFAT). From late 2016 to mid-2019, Eleanor was DFAT's senior policy lead and subject matter expert for GPS, which required working closely with different departments and agencies to actualise the first and help develop the second Australian National Action Plan for Women, Peace and Security. Given the focus of Eleanor's previous DFAT roles, her move into GPS felt like a natural career segue.

'What I love about working in DFAT is the variety, the interaction with the world and the ability to create change for the better. I had previously worked in the trade division on policies to encourage best practices within the corporate sector. Better practices such as maintaining a human rights focus and sustainability reporting result in better relationships with local communities and improved long-term competitiveness. Gender equality was a big part of that. I'm passionate about using government policy, our diplomatic networks and the aid program to lever change. Whether it is establishing new corporate best practices in supply chains or the security operations at mine sites, if we work collaboratively

across government, the corporate sector and with civil society, we can achieve way more than acting solo. Moving into DFAT's gender team was a great opportunity to focus on a topic with high potential to effect change - and one where there is still so much to be done. In the beginning, I was working on a range of gender issues, but GPS was just so big it became my entire job.'

While the GPS global agenda sits within the Gender Branch of DFAT's Multilateral Policy Division, Eleanor notes that DFAT has multiple points of engagement with Defence on GPS. One of these is DFAT's Humanitarian Division, which manages the civil-military relationship for a range of issues, all of which incorporate gender as a fundamental value. DFAT also has secondees at Defence's Joint Operational Command (JOC) and the Australian Civil-Military Centre (ACMC):

'We have strong structural relationships for GPS and excellent collaboration between DFAT and Defence. The NAP lays out the whole-of-government approach to GPS ... but it's those close working relationships that support the operability of that document going forward.'

Having been an integral member of Australia's strategic GPS community for the past three years, Eleanor is well-placed to make these observations. She says a highlight has been her involvement in the different stages of NAP coordination, implementation and reporting and



she has thoroughly enjoyed working closely with the security sector, other departments and civil society to implement the Plan whilst also building the next iteration. She attributes Australia's success in GPS to excellent collaboration and the Government's robust mechanisms for coordination and synchronisation:

'When we were developing the NAP, we had a subcommittee comprising Defence, the Australian Federal Police, the relevant government departments and Civil Society Organisations. We usually met monthly and it was incredibly valuable having that group of people together and hearing the different perspectives. One of the things Australia is known for internationally is our strong relationship with civil society. We work very closely with civil society on a day-to-day basis and that gives us a much broader, 'hands on' perspective and helps us to 'keep it real.' They always push us to do more, which is a good thing.'

DFAT have delivered some impressive GPS outcomes in the past few years¹, particularly under the auspices of DFAT's Aid Program, including support for UN Women's 'Women, Peace and Humanitarian Fund (WPHF)':

'The [WPHF] fund was set up with initial support from Australia. Australia is the third largest government contributor. The fund works with local grassroots organisations to empower women in their communities. It is already operating in the Pacific ... it's open to a range of countries in our area².'

An important initiative which Eleanor led was the establishment of a Donor Coordination Group amongst donors and prospective donors to the WPHF, which has proven extremely successful:

'It was quite innovative for a government to do that and it's allowed us to work much more closely with other donors and promote the fund to other aid agencies with significant success. This work has been in close partnership with UN Women, who run the fund and it's resulted in very practical outcomes for women in the Asia Pacific region.'

By way of example, Eleanor cites disaster preparedness efforts in the Pacific and ensuring women were actively engaged in all stages of the preparedness planning processes:

'So, where the military would come in with assistance after a disaster, we worked to improve the organisational infrastructure and planning that's in place with local authorities. This achieves better outcomes for those communities and makes it easier for us to assist when needed. This ensures we develop and harness women's networks in crises and ensure their needs are met.'

Just prior to her 2019 move to a Senior Analyst role with DFAT's Global Watch Office, Eleanor had the opportunity to deploy as a civilian GENAD on Talisman Sabre 2019, which was another memorable experience from her time in GPS:

'Talisman Sabre was definitely another big career highlight ... it was fabulous being able to apply the theoretical knowledge from my previous three years within a practical setting and see how the military applies GPS ... I have to say that I was incredibly impressed by what I found.'

One of Eleanor's main observations for TS19 was a clear shift away from having multiple military GENAD positions, towards more of a 'mainstreamed' approach, which



Ms Eleanor Flowers, DFAT Gender Violence and Security Branch, speaks at the seminar for Women in Pacific Defence Forces, hosted by International Policy Division. Held in Canberra, the seminar aims to enhance and sustain female contribution to peace and security.

she believes worked extremely well within the Talisman Sabre scenario:

'While the military didn't have specific Gender Advisors, a lot of people had GENAD training and they applied a gender perspective throughout the



Ms Eleanor Flowers worked as a GENAD at Talisman Sabre in Queensland in August 2019. The soldier is unknown.



operation. The goal was to mainstream gender considerations through everything ... so gender becomes everyone's job, not just the role of the Gender Advisor, which seemed to work really well.'

Another aspect that appeared to work well on TS19 was the formal coordination process instigated by Lieutenant Colonel Luke Hughes³:

'The coordination meeting was brilliant. When there wasn't a specific military Gender Advisor and when you're trying to mainstream everything, it is really important to have a mechanism for coordination. We would go through the gender issues of the day ... and discuss considerations for both the immediate and longer term. We were able to get on the same page, nothing got 'dropped' and I was able to provide advice on those issues from a DFAT perspective. We each had different resources at our disposal and proper coordination enabled us to capitalise on those.'

Eleanor was particularly impressed by the responses to the different gender-related injects incorporated throughout the Exercise, many of which required cooperation between multiple stakeholders. Examples include receiving intelligence reports of terrorist cells offering sexual slaves as recruitment incentives and large numbers of unaccompanied children in IDP (Internally Displaced Persons) camps, in areas with high levels of human trafficking.

'We needed to ensure women and children were protected from being trafficked. This isn't just important for their own safety, but is also vital to societal recovery and removes a revenue stream for terrorists ... it was quite realistic because we know this is already happening in the real world. In planning an immediate response, we were always

looking at the longer-term stability of that community. We also needed to engage the different networks at our disposal: our existing aid programs, broader civil society and religious networks to manage the care of orphans and other vulnerable people in the IDP camps.'

For Eleanor, the main 'lesson learnt' for all participants working on GPS on TS19, was the efficacy and efficiency of employing a 'whole-of-government' approach, especially when managing complex or politically sensitive issues:

'There are more tools in our toolbox from a whole-of-government perspective than just those at the military's fingertips and that's an amazing learning outcome. We have a huge amount of local resources at our disposal, including connections to the private sector, NGOs delivering our longer-term aid program and the humanitarian networks involved in the immediate relief effort. We also have the ability to get aid funding and support where it is most needed ... which takes some of the pressure off the military and frees up their resources for other things. I think military people were pleasantly surprised by what you can access, if you take a whole-of-government approach.'

The criticality of incorporating Australia's strategic national considerations when planning an immediate military response was another extremely valuable outcome from TS19:

'The Commander said he'd really valued DFAT's input and what we bring on the diplomatic front. We are in it for the longer term and where the horizon on an operation like Talisman Sabre might be "day minus ten and day plus seven", our [DFAT's] horizon is decades in either direction. So, we're thinking, "Well, yes, you

could take that military action, but that's potentially more destabilising in the long term, which means you're going to end up coming back here." We are always looking at the longer-term outcomes and those second order and third order effects.'

Talisman Sabre was an excellent way to conclude Eleanor's time in GPS after making the difficult decision to change roles in late 2019:

'Australia really punches above its weight internationally ... we are one of the leading global nations on GPS and there is so much to feel proud of - including our military forces. We have great stats on women's representation, the deployment of Gender Advisors overseas and of course, the recently established Gender Advisor course. Our government is leading by example and putting funds where they're needed. While the GPS role was the most exciting and rewarding job I've ever done, it felt like the right time to step aside and enable others to learn how dynamic and influential it can be to work in that space. We really are making an enormous positive difference in the world through our work on gender.'

Endnotes

- ¹ Many of these are detailed in the Australian Government's annual progress reports for Australian NAP on GPS 2012 – 2018. The 2018 version can be found at www.pmc.gov.au/sites/default/files/publications/2018-progress-report-women-peace-security.pdf
- ² More of DFAT's ground-breaking work to support gender equality can be found at <https://www.dfat.gov.au/international-relations/themes/gender-equality>
- ³ The profile of Lieutenant Colonel Luke Hughes provides additional information about the coordination group structure and outcomes.



Lieutenant Commander (LCDR) Alison Zilko has had a strong interest in GPS for the past twelve years, which is the entirety of her service in the ADF. In her civilian employment, Alison is a highly qualified and experienced senior emergency nurse, hospital manager and midwife. She decided to join the Navy Reserves after the Banda Aceh Tsunami, primarily to assist the ADF with Humanitarian Assistance and Disaster Relief (HADR) operations.

Lieutenant Commander Alison Zilko

A Nexus with Nursing

Since joining the Navy, Alison has been involved in a wide range of operations and exercises in her capacity as a Navy Nursing Officer. Most of her work has been focused within the Asia-Pacific regions, including the Solomon Islands, a range of Micronesian countries, Fiji, Vietnam, Kiribati, Papua New Guinea and Christmas Island. Engaging with the women in these areas, initially from a clinical perspective, is how Alison initially became interested in GPS:

'I've been fortunate to deploy three times on Pacific Partnership in 2013, 2015 and 2017. In 2013, I deployed with a group of ADF personnel into the Papua New Guinea Highlands to speak to women who were very keen to engage with us. We discussed key issues facing their communities, including domestic violence and the health and educational factors impacting their families and communities. Because, essentially, the women were talking about keeping their communities peaceful, safe and secure, this was when I first considered becoming involved in GPS.'

Alison observes that the 'participation' aspect of GPS is now a formal component of all Pacific Partnership exercises, particularly in creating safe spaces for women from dispersed tribal communities to come together to discuss and address ongoing security issues and other challenges. Alison experienced this firsthand during Pacific Partnership 2015, when she joined a group of ADF and US GENADs to speak with women in the Asia-Pacific community:

'Women in some communities can be extremely isolated and downtrodden. Some are considered third-rate citizens, to the point where they can be traded for livestock or sold. Bringing these women together to offer mutual support and a safe place to share their experiences was an amazing way to start building networks and for women to understand that they are not the only ones in their situation. Although they may only see us for a few days, it's about education and empowerment. Gender Advisors help start the conversation which creates momentum and inspires women to take further action.'

Alison says her involvement in GPS activities in a variety of different countries highlights the criticality of inculcating a gender perspective into every military operation:

'GPS is a vehicle for developing a better understanding within an Area of Operations and a mechanism for helping restore peace and security in communities ravaged by war or disaster. It's vital we understand the communities we are working in. Without a gender perspective, certain considerations can be completely overlooked. At the end of the day, it's the local people, particularly the women, who will rebuild the community after the battle or humanitarian disaster event. If we don't engage them, we will not be able to achieve the long term objectives... no matter how many guns or ships we have.'

As one of the few ADF Nurses who has undertaken the GENAD role, Alison offers a considered perspective on



Royal Australian Navy Nursing Officer, Lieutenant Commander Alison Zilko, gets a kiss from a Vietnamese child at the paediatrics ward of Cam Ranh General Hospital, Vietnam, during Exercise Pacific Partnership 2017.

how her clinical background has positively impacted her work in the gender field:

'In some countries, especially in remote areas, medical staff may have access to communities that non-medical personnel may not have. My clinical work

transcends all rank barriers, power structures and status issues... People, especially women, may be more willing to talk to you from a medical sense and this creates a pathway to discussing other issues, such as peace and security ... I have additional access as a nurse that I may not otherwise have.'

While Alison has been 'unofficially' engaged in the work of GPS and gender for many years, in 2017, she undertook the ADF Operational Gender Advisor Course, to learn more about GPS and gain formal accreditation in the role. Alison's experiences were overwhelmingly positive:

'This course is the 'gold standard' for Gender Advisor training... before the course I had a basic understanding of GPS, but the course provided access to people from government, other organisations, NGOs, international speakers and panels and included participation in a range of exercises. It was just amazing and I couldn't soak up enough of the knowledge shared in the room. I was also inspired by the strong leadership from the senior Gender Advisors in the room and their lectures. It was incredible to observe such strong and passionate leaders' working to bring others on board and build this new capability in the ADF. I honestly can't speak of it highly enough.'

The impact of Alison's attendance on the course had an unexpected flow-on effect to her husband, Commander (CMDR) Grant Zilko, a Principal Warfare Officer in the Navy:

'During my GENAD course, a Navy Ship Commander and I had a lot of conversations about GPS and gender issues, including how the ADF was further developing this capacity. He became increasingly interested in the opportunities this presented at the tactical and operational level. As the Commanding Officer of HMAS Success, he began applying the principles within his command and when deployed on Indo-Pacific Endeavour 2018, had his Command team facilitate a gender related activity in each port they visited. This achieved highly positive outcomes as part



of the ADF engagement in those countries. Applying his strong interest in achieving GPS outcomes and utilising the considerable experience of the women in his crew, including his Second in Command and his Command Warrant Officer, he encouraged the ship's company to improve their understanding of the importance of gender related engagement in the Navy, which they all subsequently embraced and applied.'

After completing her GENAD training, Alison has continued her learning through participating in online topic networks, reading and online training modules offered by NATO and attending international exercises in Fiji and Italy. She hopes to remain actively involved in assisting the ADF to further consolidate their GPS capability:

'This is the area that I am really interested in... I feel that our [the ADF's] approach to GPS is escalating, in that we are working hard to apply a gender perspective to all exercises and operations, alongside progressing the education of all Defence personnel regarding what can be achieved. I'll always be an advocate for GPS and I remain very keen to conduct further deployments in the Gender Advisor role. In the interim, I'll continue to learn, read and advocate for GPS.'

Endnotes

- ¹ LCDR Zilko referenced LTCDR Gemma Pumphrey, LTCOL Robyn Fellowes and GPCAPT Dee Gibbon.



Lieutenant Commander Alison Zilko in discussions with a Vietnamese Doctor at Cam Ranh General Hospital during Exercise Pacific Partnership 2017.



Colonel Brad Orchard speaks at the seminar for Women in Pacific Defence Forces, hosted by International Policy Division. Held in Canberra, the seminar aims to enhance and sustain female contribution to peace and security.



Colonel (COL) Brad Orchard, an Infantry Officer in the Australian Army, is one of the growing number of senior ADF men engaged in the field of GPS. In 2021, Brad completed a two-year ADF secondment to UN Women¹ Headquarters in New York City, the second rotation of a five-year ADF commitment which commenced in 2016.

Colonel Brad Orchard

Boldly Going Where Few Men Have Gone Before

Brad was selected for the UN role on the basis of his substantial operational experience², tertiary qualifications (including a research component of his Master of Human Resources which addressed recruiting higher numbers of women into the Army) and significant experience working to progress gender outcomes in both the Army and ADF more broadly.

Although he is now considered an international GPS specialist, Brad's pathway to working on gender issues was through his 2012 posting as a Staff Officer in the Workforce Strategy team in Army Headquarters. While in this role, his work became increasingly focused on gender, primarily due to the then-Chief of Army's³ visible commitment to improving gender equality in the Army. Brad instigated and delivered many of the strategies, policies and programs which have tangibly lifted the number of women in the Army over the past seven years.

Following the Staff Officer role, Brad gained international exposure to GPS during his posting as the Project Director for the implementation of the Australian Human Rights Commission (AHRC) Review into the Treatment of Women in the ADF, where he served as Defence's primary liaison point between the Department and the AHRC. He accompanied the then-Sex Discrimination Commissioner, Elizabeth Broderick, to visit deployed forces in the United Arab Emirates (UAE) and to NATO meetings in Brussels. One of the highlights of this role was accompanying Ms Broderick on a NATO Partnership for Peace and Security project visit to Madrid

where they collaborated with NATO international military staff and Spanish and Canadian academics. It was Brad's first exposure to the global issues surrounding women's participation in the security sector and significantly deepened his understanding of gender considerations from an international perspective.

As part of the trajectory to his UN position, from 2016-2017, Brad served as Defence's Director of the NAP for GPS, in the Office of the CDF. Working closely with the Senior GENAD at JOC, Brad coordinated activities under the Defence Implementation Plan, including gaining Chief of Service Committee (COSC) agreement to fund development and delivery of the Operational GENAD Course and to establish dedicated GENAD positions in key operational and strategic headquarters. During his tenure, Brad was invited to fill the role of Directing Staff on the NATO GENAD Course, which is a testament to his expertise in the GPS field.

He commenced his secondment to UN Women in January 2018 and notes that this role afforded him another opportunity to gain international exposure across various aspects of GPS:

'My position was in the Peace and Security Section, which has a global focus on all aspects of GPS considerations, including peacekeeping, women's participation in peace and security, rule of law, transitional justice, national action plans, protection, countering and preventing violent extremism.'



Brad's policy responsibility was peacekeeping and the prevention of sexual exploitation and abuse. His portfolio included programming, coordinating and conducting the UN's Female Military Officers Course⁴ and undertaking normative work in support of UN Women's global gender equity goals:

'I worked on the UN Gender Parity Strategy⁵, which sets some very ambitious targets to increase the number of uniformed women in peacekeeping. I also

worked on the 'Action for Peacekeeping' initiative, which aims to revitalise interest in peacekeeping within the UN system and across member states ... advocacy was a key component of our work and we spent a lot of time working with member states and UN organisations to help them meet their GPS commitments.'

Brad cites his greatest achievement at UN Women as assisting the Canadian Government to deliver

the 'Elsie Initiative Fund for Uniformed Women in Peacekeeping'⁶. His involvement comprised forming part of the four-person Terms of Reference writing team and he established and managed the fund, pending the recruitment of a dedicated fund manager⁷.

As one of the few men working in the gender and GPS field, Brad encountered some mixed reactions by other personnel in relation to his work. However, most of his peers and colleagues have been supportive and



Guest speakers and attendees of the 'Shoalhaven and Fleet Air Arm Navy Women's Forum' held at the Fleet Air Arm Museum, HMAS Albatross.



Brad has sensed a discernible shift towards greater acceptance of GPS over the past few years. He felt extremely welcome in his UN Women role, where around 75 percent of staff are women.

Brad observes that men can experience different challenges and opportunities when working in the field of GPS and reflects on how he considers his own gender:

'... while it shouldn't be the case, in some respects it can appear less 'self-interested' when a man is talking about gender equality and that has some advantages. At the same time, there's the very real risk of a man telling women what it means to be them and I'm always very conscious of that. I'm not a woman and I've never felt the discrimination women have felt ... I can reflect ambitions and I can deliver programs, but in my mind there's always that question of authenticity which impacts how I do my job.'

To mitigate any skepticism regarding his authenticity, Brad has always taken a consultative approach to his GPS work and ensured that any strategies, initiatives or programs are female-led and predicated on significant input by his female colleagues. He hopes that the outcomes of his efforts in gender and GPS have created a more equitable workplace for all:

'I joined the Army the year after women were able to be trained with everyone else. I was in my first year at ADFA⁸ which is also when women started there too ... and the year I was posted to 1RAR⁹ in Townsville was when women first started serving at 3 Brigade¹⁰ ... so I have always had women peers, colleagues and friends ... as such, I have had some exposure to their positive and also less positive experiences. Defence is working to create a more equitable workplace for women ... and my work has helped to facilitate that.'

On his return to Australia, Brad was promoted to Chief of Staff to the Head People Capability and Chief of Staff in Defence People Group. While recognising that some gaps still remain in the ADF's process towards fully operationalising a gender perspective, he says he is very happy to be part of the work done to date:

'We have the doctrine, we have high-level direction, we have the GENAD course ... but at the end of the day, how much of that filters down to affect decisions that junior commanders are making on operations is still, probably, an open question. I'm really proud of the ADF's progress so far but there is still a significant amount of work to be done.'



Australian Defence Force personnel at the Nordic Centre for Gender in Military Operations in Sweden.

Endnotes

- ¹ The UN entity for gender equality and the empowerment of women was created in 2010 as a stand alone UN agency to specifically progress global gender equality outcomes.
- ² Deployments to East Timor in 1999/2000, Timor Leste in 2006, Iraq in 2007 and Afghanistan in 2013 and service with the United States Marine Corps leading the Australian Instructor Support Team in 2004.
- ³ General David Morrison.
- ⁴ A ten-day residential training program designed to upskill female military officers to enable deployment on UN Peacekeeping missions as either Staff Officers or Military Observers.
- ⁵ A UN Department of Peacekeeping Operations document produced in 2018.
- ⁶ More information about the Elsie Fund can be found at www.unwomen.org/en/news/stories/2019/3/news-the-elsie-initiative-fund-launched-to-increase-uniformed-women-in-un-peacekeeping
- ⁷ An ADF member was selected for this role, LTCOL Deb Warren-Smith, who is profiled in this book.
- ⁸ Australian Defence Force Academy at UNSW Canberra.
- ⁹ 1st Battalion, Royal Australian Regiment.
- ¹⁰ The 3rd Brigade is a combined arms brigade of the Australian Army, principally made up of the 1st and 3rd Battalions of the Royal Australian Regiment.



Flight Lieutenant Sarah Brown in preparation for Exercise Christmas Drop 2019.



Flight Lieutenant Sarah Brown

A Humanitarian Career

'I saw the Air Force as a great way to develop my humanitarian skills and apply my knowledge in a meaningful way. I completed the Air Force's Gap Year program in 2010 after finishing high school and after completing my degree, decided to join the Permanent Air Force [PAF] as a Direct Entry Logistics Officer. I chose logistics because it seemed the best way to align the military world with my humanitarian aspirations.'

Sarah was posted to Air Mobility Group (AMG)¹ after finishing her officer and logistics training, which was her first posting preference due to its alignment with her humanitarian aspirations. In 2015, when AMG sought expressions of interest to be the Group's Gender Advisor (GENAD), Sarah enthusiastically responded.

As Sarah was a fairly new Flying Officer, she was concerned she may be too inexperienced and junior to do the job justice. However her concerns were assuaged by a highly supportive senior leadership team who sensed her passion for the role and felt that academic background were more important than rank and seniority.

'I worked with an absolutely fantastic human being, Group Captain Stewart Dowrie², who was AMG's Chief of Staff at the time. He opened up my career opportunities in this field. He told me to always 'back myself' and really helped me grow the GPS platform within the Group. Group Captain Dowrie, Air Commodore Richard Lennon and I were the team that brought GPS to life within AMG.'

'Bringing GPS to life' entailed extensive planning, awareness raising and delivering training on GPS across the Group. One of Sarah's most significant deliverables was the Commander's Directive for GPS, which was essentially an action plan with different lines of effort for implementation across multiple aspects of AMG. Noting some of the challenges faced by other GENADs both within and external to the Australian Defence Force, Sarah was pleasantly surprised by the support she received when progressing GPS outcomes, across all levels of AMG. She attributes this to strong leadership and the nature of AMG's primary mission:

'Engaged leadership was a huge factor for success. The Commander and Chief of Staff were such fantastic advocates ... they encouraged me to present at meetings and made sure they included GPS talking points in any of their internal briefings, speeches and external engagement activities. A large number of personnel in AMG have had 'hands on' experience with humanitarian work. They've seen the 'real life' application and understand why gender considerations are so important, so there was very little resistance to GPS.'

One highlight from Sarah's time at AMG was a highly successful GENAD role on a 285 Squadron mission to Papua New Guinea (PNG).

'285 Squadron (at the time) was our loadmaster and pilot training squadron for the Hercules aircraft. AMG undertake a lot of training missions in PNG'

Flight Lieutenant (FLTLT) Sarah Brown knew from a very young age she wanted to be a humanitarian and her entire adult life has been in pursuit of that goal. Her first exposure to community services was a part-time job as a youth worker, which she undertook whilst studying politics and international relations at the University of Newcastle. Her experiences of working with vulnerable young people led to Sarah's Air Force career.



and because I was considering how to implement gender into Air Force loadmaster training, I wanted to get an improved understanding of the role. The ADF spends a lot of time in PNG, so in recognition of the humanitarian principle 'first do no harm', it seemed important to ensure we had a good understanding of the communities where we were working. The outcomes of this mission were really positive and enabled me to formulate the GPS aspects of loadmaster training in a really practical way.'

In 2019, Sarah undertook a very different GENAD role, as part of Exercise Christmas Drop Australia, which was the first time the ADF delivered supplies to remote Indigenous communities within a domestic Australian context³. The operation was atypical from a military perspective in that it didn't fall neatly into a conflict, peacekeeping or disaster relief scenario. Sarah's involvement as a GENAD through the planning stages of the exercise, ensured it was conducted with consideration of GPS principles:

'As a GENAD, it's my job to challenge any assumptions made by planners and other personnel involved in the exercise. One of the main assumptions was about what remote Indigenous communities might want and need in terms of supplies. The initial plan was to deliver fishing, boating and camping gear, as well as AFL [Australian Football League] and NRL [National Rugby League] sporting equipment. This seemed gendered in a way that was potentially non-beneficial for women so I emphasised that we shouldn't assume anything ... we needed to do targeted, succinct community engagement, not only to ensure we delivered beneficial goods, but also to get those important permissions to enter the community in this way.'

Sarah participated in four pre-exercise engagements with the remote communities and was struck by the stark differences between what men and women requested in terms of supplies.

'Women didn't speak about what women needed ... they spoke about what the community needed, what their husbands needed and what their children needed. Their requests were very practical ... for example, they wanted fresh food because these communities are often cut off from fresh food supplies during the wet season. They requested clothing, emergency and disaster equipment because these items are often inaccessible and when they are available, they are extremely expensive. The engagement allowed us to assess the communities needs from all angles of the population, not just the most easily accessible.'

Another important lesson learnt from Exercise Christmas Drop Australia was the need to go beyond formal community engagements to gain different insights from a wider sector of the communities where the ADF works:

'The formal engagements usually involve meeting the CEO of the communities and the highest elder, both of whom are usually men. When I was by myself, however, I was able to approach groups of women in the community and sit down under a tree and discuss women's business. I visited local shelters and healthcare centres and from those different engagements, was able to get a real perspective of what different parts of the community needed and work out how to distribute any goods equally and fairly ... and ensure this was done safely, without unintended second and third order effects.'



Flight Lieutenants Sarah Brown and colleague meet with women at the local community centre in the remote Indigenous community of Yandeyerra to deliver care packages provided by the charitable organisation 'Support the Girls'.

Sarah undertook the AMG GPS role as a secondary duty until 2017, when she made the decision to leave the full-time PAF and transfer to the Air Force Reserves. At the time of our interview, Sarah was working with Wing Commander Jade Deveney as Headquarter Air Command's Deputy GENAD to progress GPS across all of Air Force. Her decision to leave the full-time Air Force was primarily influenced by her strong desire to pursue a humanitarian career. Since leaving, Sarah has worked for the UN and a range of NGOs, including the Red Cross, in a variety of different roles, whilst also maintaining a strong presence in the Air Force.

The synergies in and experiences of both aspects of her career have been mutually beneficial. Her GPS background in the ADF has inspired her to gravitate towards humanitarian roles which focus on women, particularly ending violence against women, the trafficking of women and girls and putting an end to domestic and family violence. At the time of our



Flight Lieutenant Sarah Brown with Jane Holmes from the charitable organisation 'Support the Girls', Staff Member from ModiBodi and members of 176 AD SQN, packing donations to be airdropped for Exercise Christmas Drop Australia.

interview, Sarah was employed by the Jesuit Refugee Service, where she works with women and girls who are seeking asylum, or from a refugee background and have been impacted by sexual or gender-based violence:

'There is a significant intersection between my Defence GPS work and my NGO role, which involves finding safe spaces for women and girls who have been directly impacted by conflict and sought protection in Australia. A lot of my recent work has involved examining emerging global trends around issues that are being faced by women internationally, such as forced displacement.'

In terms of her next career move, Sarah will always remain connected to the ADF, but also hopes to secure a UN Peacekeeping mission role. She is certainly open to deploying as an ADF GENAD or GFP, should the opportunity arise, and is immensely proud of her contribution to the Air Force's efforts to progress GPS and Australia's reputation on the international stage:

'During my first visit to UN Headquarters in New York I remember hoping to have some really robust discussions about how the ADF could improve their approach to GPS ... but during this engagement and every international engagement experience since,

Australia seems to be continuously held up as a best practice example of what other countries need to do to improve their own GPS outcomes. So, instead of me gathering ideas and information to bring back, it is more about other countries drawing information and ideas from me! Australia is viewed as a world leader on operationalising GPS within a military context and I feel very fortunate to have been a part of that.'

Endnotes

- ¹ Air Mobility Group (AMG) is one of the largest Force Element Groups within Air Force and is responsible for providing the ADF's combat air mobility capability, which includes: air logistics support; airborne operations; special operations; air-to-air refuelling; search and survivor assistance; aeromedical evacuation and associated training.
- ² Author's note: Group Captain Dowrie was mentioned by a number of Air Force interviewees as an important part of Air Force's rapid adoption of GPS.
- ³ The United States has been undertaking Operation Christmas Drop for many years. The operation entails delivering supplies and gifts to remote communities across the Pacific region.



Lieutenant Colonel Darleen Young instructs UN peacekeepers.



Lieutenant Colonel (LTCOL) Darleen Young, AM is one of the Australian Defence Force's (ADF) most accomplished specialists in training personnel for peacekeeping operations. Darleen has spent a significant part of her military career instructing at the ADF's Peacekeeping Operations Training Centre (ADF POTC)¹, where she is posted as a Senior Instructor. Her UN training work has taken her all over the world, including multiple secondments to various UN operations and positions, both as a civilian contractor and a member of the ADF.

Lieutenant Colonel Darleen Young, AM

A Humanitarian Focus

It was a 1999 deployment to Bougainville on Operation Bel Isi² which enabled Darleen to experience, firsthand, the connection between applying a gender perspective and improved operational success, particularly within the context of peacekeeping:

'I deployed to BEL ISI as the Headquarters Logistics Advisor, however, very early on I recognised that Bougainville is a matrilineal society ... the Commander and senior staff were unable to successfully negotiate access to the 'no go' zones which the females had control over. Because the women had quite a lot of regular meetings and were leading the reconciliation between the two main groups ... I became a kind of liaison officer for our force. This enabled me to successfully negotiate access to the 'no go' zones. Back then, it wasn't called 'Gender, Peace and Security', but it was all about understanding the operating environment.'

From her positions at POTC and various UN secondments, Darleen has worked tirelessly to build improved awareness of GPS, Protection of Civilians (POC) and Children Affected by Armed Conflict (CAAC). She believes that incorporating a gender perspective into the analysis and planning for military operations has become even more critical in the past decade, due to an increasingly complex and fraught operational environment.

Darleen's UN work with personnel from different countries and exposure to various types of operations

has convinced her that the lines between conflict, conflict prevention, peace enforcement, peacemaking and peacekeeping are becoming increasingly blurred:

'... in places like Mali, you can't really call that 'peacekeeping' anymore ... you've got IED [improvised explosive devices] threats, you've got terrorists and females who've been part of the violent extremism. In conflict, we're increasingly seeing women as actors, including as perpetrators, combatants and victims you can't just save GPS for peacetime.'

Darleen notes that one of the most successful mechanisms for building awareness of GPS, POC and CAAC considerations on UN missions has been incorporating the content into the training packages delivered by UN Mobile Training Teams³ (MTT), which commenced in 2011. She personally undertook the development and delivery of the UN MTT training packages for Kenya, Rwanda and Vietnam, which necessitated building the GPS content from the ground up.

In addition to significant international training experience, Darleen has also served as an Army GENAD in two different roles. She was the first ADF member to undertake both UN and NATO-specific GENAD training, which enabled her to develop a sophisticated appreciation of the different approaches taken by each organisation:



Lieutenant Colonel Darleen Young undertakes field training with females at Officer Academy Afghanistan.



'The UN has employed Gender Advisors for many years ... but these were usually civilian staff with masters degrees in human rights or gender who are posted to a mission for five or six years. I completed the UN Gender Advisor Course in 2010 , but it was only when I undertook the NATO Gender Advisor Train-the-Trainer course in 2012 that I realised how different the NATO and UN approaches were and the variation in how GPS was applied at the tactical, operational and strategic levels.'

Darleen applied this insight during her first formal ADF GENAD posting with Director General Land (DG LAND) from 2014 – 2016. Her primary task was to integrate GPS and a gender perspective into Army operations, with a focus on force preservation, induction training and Army and Joint training exercises. While Darleen achieved some positive outcomes, she found her progress hindered by strong resistance in some parts of the Headquarters.

She attributes this to a lack of knowledge of GPS at the time and the ongoing confusion between GPS and the Army's internal gender strategies. Interestingly, Darleen found that military personnel from other countries, especially in the Asia-Pacific region, are generally more receptive to GPS than some of her ADF colleagues:

'Most people in the ADF thought I was just a nuisance ... but other countries understand their own challenges at the domestic level ... they understand the commitment to identify and respond to the different security needs of the population and in particular women and girls ... they don't seem to have the same barriers we have in our own force in regards to the implementation of GPS because they see how important it is on the ground and for their own protection.'

In 2016, Darleen deployed to another challenging GENAD position in the Headquarters Joint Task

Force 633 in the Middle East. Her GPS expertise and experience enabled her to rebuild and realign the GENAD capability, which had diminished due to the previous incumbents being overloaded with non-GPS related duties.

Darleen recalibrated the role by demonstrating how the position could add value to the ADF's Middle East Operations. This included undertaking a gender analysis of each Area of Operation, building a framework for GPS reporting and delivering a Standing Instruction on Gender and Child Protection for the ADF in Middle East Operations, which is still in place today. Once again, Darleen encountered resistance, but by this stage had become extremely adept at implementing strategies to encourage others to appreciate and accept GPS:

'... what I've learnt over the years is that you have to make the message relevant to the operational environment and culture of the country you're working in ... you need to be resistant, persistent and sometimes get creative to achieve the intended outcomes. Sometimes it's taken me a long time to change deep seated attitudes, but these people often end up being the strongest advocates for GPS.'

A salient example of Darleen's 'resistant and persistent' long-term advocacy in the Asia-Pacific region was the recent Royal Thai Military Armed Forces' announcement that women would be permitted to attend Thai Staff College for the first time in 2020. Darleen was delighted to learn that two of her long-term Thai Army women colleagues were selected to attend the course, enabling them to finally progress to the higher ranks. She firmly believes that this relates to some targeted actions undertaken by those seeking to enhance women's participation in peacekeeping::



United Nations Troop Contributing Countries are exercised at the Mongolian Peacekeeping Training Centre incorporating Gender and Protection into complex and demanding field lane activities.



'We had a huge international conference in Thailand in 2019 involving some senior officers, including at the Chief of Service level. I asked each country to display statistics on how many females they deploy overseas, which required publicly admitting how well they're doing and vice versa. It also gave me the opportunity to highlight where policies need to change to give women the same opportunities as men. I've been advocating for changes like this for years and sometimes you think your messages are not being heard, but in this case, it obviously worked.'

Darleen notes that the UN's Gender Parity Strategy and having female quotas for peacekeeping missions has also been helpful in encouraging countries to dismantle barriers and increase women's participation in the police and militaries of Troop Contributing Nations. ADF POTC has also made some internal policy modifications in support of the UN's strategic intent:

'We have insisted that certain countries in the Asia Pacific region meet gender quotas to access POTC training ... this is making a real difference in the number of women being deployed and getting promoted, because they were given the opportunity to do the training or participate on an exercise ...'

In terms of a future focus for Defence, Darleen would like to see the ADF place more emphasis on other UN mandates, especially those pertaining to the protection and empowerment of children. She fully intends staying engaged on GPS through her work at POTC and hopes to witness even more positive outcomes from her 'behind the scenes' work to support women's participation in military and policing forces around the world.



During Shanti Doot at the Bangladesh Institute of Peace Support Operation Training, platoons were developing tactics, techniques and procedures to address conflict related sexual violence, child protection and other cross cutting themes stemming from current UN mission situations.

Endnotes

- ¹ POTC resides within Australian Defence College, which is part of the Chief Joint Capabilities (CJC) portfolio.
- ² From 1997, the Australian Army, as part of a coalition of civil and military personnel from throughout the region, spent five years in Bougainville to assist with maintaining the ceasefire and supporting peace processes.
- ³ MTTs are requested by UN Troop Contributing Countries, in order to achieve a particular training outcome.



Colonel Amanda Fielding

A Strategic Focus

Amanda was the inaugural Senior GENAD in the new Resolute Support (RS) Headquarters (HQ), after Australia successfully secured the position during the 2014 NATO staff negotiations. When asked what she was most looking forward to about returning to Afghanistan, her response was immediate:

'GPS is one of the lines of effort for my position, so I'm really looking forward to reconnecting with the amazing Afghan women leaders I worked with in 2015 and seeing the progress made towards NATO's GPS objectives. My interest in GPS and understanding of Afghan culture, were major drivers for me seeking and being selected for this DA posting ... I honestly can't wait to go back.'

Prior to being posted into the NATO GENAD role in 2015, Amanda spent the majority of her Army career working in the field of Logistics and in Command positions. Stepping into a Senior GENAD role at short notice with minimal preparation time was definitely a challenge:

'Having worked in ISAF [International Security Assistance Force] headquarters, I had a good understanding of the country, culture and operational landscape, but the GPS aspect was completely new to me. Because of timing issues, I missed out on both the SWEDINT Gender Advisor Course¹ and the Resolute Support Key Leader Training Course², both of which would have been really helpful preparation. I read as much as I could about UNSCR 1325 and

the GPS Mandate, connected to the NATO Gender Advisor network and familiarised myself with the Gender Annex of the Resolute Support Operational Plan ... but most of my learning was done on the job.'

By the time Amanda arrived at RS, the previous Senior GENAD on the ISAF mission, Brigadier General Gordana Garasic (a Croatian one-star), had departed the mission and so a hand-over was not possible. In transitioning from ISAF to the Resolute Support Mission (RSM), the position had also been downgraded from one-star to Colonel (equivalent). This presented some additional challenges, including the practicalities of not having a dedicated transport and security team at her disposal³ to support the multitude of engagements undertaken by Gender Office staff.

Amanda's first few months at Resolute Support were dedicated to establishing the GENAD role and Gender Office team within the new HQ structure. The primary function of the Senior GENAD in the RSM was directly advising COM RS and senior HQ staff on all matters pertaining to UNSCR 1325 and related resolutions; and implementing the gender priorities outlined in the Operational Order and Plan.

'Resolute Support was a Train, Advise and Assist mission and so our work as GENADs was to provide advice on implementing a gender perspective into all aspects of the mission. The Gender Office focused our external advisory efforts on senior leaders within Ministry of Interior [MoI] and Ministry of Defense [MoD]

At the time of being interviewed for this book, Colonel (COL) Amanda Fielding was preparing for her third tour in Afghanistan, this time as the Australian Defence Attache (DA). She has an excellent understanding of diplomatic relations in Afghanistan, having worked closely with a number of the NATO embassies when last deployed there in early 2015 as NATO's Senior GENAD to the Commander of Resolute Support (COMRS), a four-star US General.



while also having that internal advisory function within the RSM HQ. Another line of effort was engaging with the international community, senior Afghan leaders and influencers and other stakeholders to progress GPS initiatives in Afghanistan.'

Amanda notes that having clear GPS guidance outlined in the key operational documents was a significant enabler; not only as an authority to act, but also to ensure GPS considerations were factored into routine reporting back to NATO HQ:

'Our advisory work was focused on three lines of effort that were quite interrelated: increasing women's representation in the Afghan National Defense and Security Forces [ANDSF]; ensuring women who enter the ANDSF are valued, safe and respected in training/working contexts; and ensuring there is adequate infrastructure, equipment, policies, facilities and training programs to support women's ANDSF careers. Everything we did was directly related to one of those three primary lines of effort.'

To achieve these objectives, one of Amanda's key tasks was ensuring gender considerations were factored into operational planning groups/coordination meetings, which usually meant having a GENAD at the table. Amanda personally attended the higher-level planning meetings and delegated the more routine meetings to one of the five GENADs in her team.

While being at the table was helpful and necessary, another structural challenge of reclassifying the Senior GENAD position to Colonel was gaining support from the Essential Function (EF) leads⁴, who were predominantly Brigadier Generals (equivalent). Amanda was usually the most junior ranked person in a meeting of more senior staff and often the only woman, which presented its own

challenges. Fortunately, she found excellent support from the COM RS, General John Campbell, influential Afghan leaders (men and women) and from diplomatic community. Amanda cites the Canadian Ambassador, Deborah Lyons and Australian Ambassador, Matthew Anderson as being enormously supportive of the work of the RS Gender Office.

Embedding gender considerations into RS planning and decision-making processes was a significant achievement. However, Amanda considers her greatest achievement to be establishing the Women in Security Advisory Committee (WSAC), which served as the primary coordination point for security-related GPS issues within Afghanistan.

'I realised within the complex Afghan landscape, there were multiple high-level stakeholders in the GPS space, each with different perspectives, ideologies and agendas. Stakeholder priorities were not always aligned and previous efforts to progress UNSCR 1325 were, frankly, quite disjointed and often duplicated. COM RS and I conceptualised the WSAC as a high-level forum where key actors could come together, discuss issues and perspectives and coordinate GPS efforts across the many agencies working on GPS and women's rights. It proved to be an incredibly powerful mechanism for change and the concept has been replicated in other operations, which is really gratifying.'

To ensure the WSAC was situated for success and suitably empowered to authorise and enact change, Amanda ensured participation by a wide range of very senior stakeholders, with strong representation by senior Afghan leaders and influencers and key members of the international community:

'We made sure the WSAC had representation by Afghan Civil Society, the Afghan Independent Human Rights Commissioner, NGOs, the United Nations, the Diplomatic Community, Afghan Ministers for Interior and Defence and key political advisors. I think one of the reasons behind the WSAC's enduring success was the meeting being co-chaired by COM RS and the honourable Mrs Rula Ghani, President Ghani's wife, who is a very high-profile champion for women's rights. COM RS and Mrs Ghani's personal involvement set the WSAC up for success. We ended up having to turn people away because everyone wanted to be a part of the WSAC.'

On returning to Australia, Amanda achieved another first by becoming the inaugural GENAD to Chief Joint Operations (CJOPs) and establishing a gender team within Joint Operations Command. Again, one of her key tasks was advocating for GPS and instilling gender considerations into operational planning processes.



Following the Defence Women's Speaker Series event guest speakers gather in the grounds at the Australian War Memorial. From left: Assistant Secretary Enterprise Reform, Ms Shannon Frazer; Australian Army officer, Colonel Amanda Fielding; Gender Advisor Joint Operations Command and Deputy Secretary Defence People, Rebecca Skinner.



Australian Defence Attaché to Kabul, Afghanistan Colonel Amanda Fielding with Major Fatima, Officer Commanding Zarghona Tolay as she cuts the ribbon to signify the opening of the Afghan National Officer Academy (ANAOA) Amenities Centre in Qargha, Kabul.



Australian Army Officer and Chief Advisor of the Afghan Nation Army Officer Academy (ANAOA) advisor group, Lieutenant Colonel Mark Smith (left), Australian Defence Attaché to Kabul, Afghanistan Colonel Amanda Fielding (centre) and Royal New Zealand Defence Force (NZDF) Chief Instructor Mentor ANAOA advisory group, Lieutenant Colonel Paul King (right) with Afghan National Army Officers during the opening of the ANAOA amenity centre in Qargha, Kabul.

This task was made easier by her own operational planning background and extensive knowledge of the Joint Military Appreciation Process (JMAP). Operation Fiji Assist (FA) in 2016⁵ was the first ADF operation where gender considerations were formally incorporated into analysis and operational planning processes and the Operational Order for the operation,⁶ to great effect.

Amanda was also instrumental in developing a strong network of operationally focused GENADs and GFPs across the ADF and leveraging the ADF's efforts on

an international scale. She also conceptualised and conducted the region's first Operational GENAD training course, which was delivered in time to train US and ADF staff for Exercise Talisman Sabre 2017. While her list of firsts and achievements is impressive, Amanda cites the opportunity to grow the ADF's operational GENAD capability from its inception as the highlight of her Army career so far.

Amanda is not sure what her future holds beyond her Defence Attache posting to Afghanistan in 2020, DA

posting, but she is convinced that no matter what lies ahead, she will always remain deeply connected and committed to GPS:

'Once you have worked with women in conflict zones and you see how to effectively assist them to secure their own equality and futures, you feel driven to continue to assist. Implementing the GPS global agenda is challenging but incredibly rewarding because you are actually making a tangible positive difference to the lives of women and their families, communities and countries. I can't ever imagine not being connected to GPS, in whatever capacity that may be.'

Endnotes

- ¹ The Swedish Armed Forces International (SWEDINT) – Nordic Centre for Gender in Military Operations is an internationally-focussed course which prepares personnel of all ranks to undertake the role of Gender Advisor on operations.
- ² A two-week course designed to prepare senior military officers and civilian personnel for NATO deployments.
- ³ Only one-star and above level staff have access to their own transport detail and security team.
- ⁴ The Resolute Support Mission Command Structure differs from a traditional joint HQ and is organised around seven 'Essential Functions' encompassing standard HQ functions.
- ⁵ The ADF's Disaster Relief Operation to provide support to Fiji after the devastating impact of Tropical Cyclone Winston.
- ⁶ LCDR Jacqueline Swinton was one of the GENADs deployed on Operation FA, she is also profiled in this book.



Wing Commander (WGCDR) Kelley Stewart has been posted as a GENAD in both Air Force's Headquarters Air Command and the Plans Branch Headquarters Joint Operational Command (HQJOC). In these roles, she ensured GPS and gender considerations were factored into all planning processes for relevant Air Force and joint operations and exercises, from the planning stage through to the development of operational documentation such as Support Instructions and Operational Orders. For Kelley, the capability argument is very clear.

Wing Commander Kelley Stewart

A Lifelong Commitment to Equality

'When I'm talking about Gender, Peace and Security, I'm talking about the human terrain and the populations we are working with ... it's not about trying to change those populations but rather understand them ... they learn a little about us and we learn a little about them and you develop a genuine partnership. This is especially important when understanding the needs of a population when providing humanitarian aid or disaster relief. Engaging with the whole population promotes mutual understanding and ensures that we are generating goodwill towards Australia in the region, building mutual trust and situating the ADF as a regional partner of choice.'

Kelley's work as a GENAD is a natural progression from her many years of advocating for women's equal participation in all aspects of life, which began in childhood:

'People really weren't surprised when I became a Gender Advisor as I have been a passionate advocate for women's rights for a really long time in both military and civilian roles. I have been an advocate for gender equality since Grade Five, when my Mum helped me write a petition to the Principal because the girls were banned from the footy oval but the boys were allowed on the other grassed area to play ... it just seemed really unfair to me ... I have never lost that passion for ensuring there is a level playing field for all, irrespective of sex.'

At the age of 22, Kelley joined the Air Force as a qualified Environmental Health Officer and forged a successful career. However, her childhood passion for gender equality and women's rights remained a strong focus, particularly after having three children whilst in uniform. To this end, in 2007 Kelley left the full time Air Force and completed a masters-level research project which examined, for the first time, the breastfeeding experiences of ADF women. Her research benchmarked ADF breastfeeding rates and identified both barriers and enablers to breastfeeding in the military context, providing the foundation for more progressive breastfeeding guidelines in Defence.

In 2011, Kelley re-engaged with the Active Reserves to develop the Air Force Diversity Guide for Supporting Breastfeeding Mothers in the Air Force, a document on which the Navy based their 2017 Breastfeeding Support Guide. The research also reignited Kelley's long-held ambition to work in maternity health in a more 'hands on' way.

While maintaining her close connection to the Air Force Reserve, in 2011 Kelley commenced midwifery studies. While studying midwifery, she successfully led the Air Force's efforts to gain National Breastfeeding Friendly Workplace accreditation. Because of her research and ongoing advocacy, she remains a sought-after expert and advocate in this field. In 2017, in recognition of her midwifery expertise and gender advocacy, Kelley was appointed to the Australian Capital Territory Nursing and Midwifery Board of Australia.



Gender Advisors Squadron Leader Karen Brown and Wing Commander Kelley Stewart brief Air Vice Marshal Steven 'Zed' Robertson on applying a gender perspective when considering the effects of air targeting on civilian communities.



Kelley returned to the full-time Air Force in 2018 specifically to fulfil a GENAD role in JOC and notes the strong correlation between her work in maternal health and the GPS global agenda:

'I see huge synergies implementing Gender, Peace and Security in conflict and disaster response settings and delivering maternity services ... especially ensuring women's active participation, protecting women's human rights, preventing unnecessary morbidity and ensuring that women's perspectives and experiences are always kept at the forefront ...'

From a military perspective, Kelley notes the criticality of engaging women at all stages of an operation, from early planning through to assessing the lessons learnt once an operation has concluded. Typical GENAD advice ensures that ADF women are represented in operational roles. This enhances ADF capability by providing greater access to civilian women and their networks which is usually more difficult for men:

'When undertaking the initial site surveys for Exercise Balikpapan 2020', some women asked if they could speak to me separately, away from the men, so they could share their perspectives and tell us the important considerations for them. Their priorities included specific health needs, transport issues, the prevention of domestic violence and a need for self-defence training specifically for women. These needs may not have been expressed had I not been there.'

On the same site visit, Kelley was invited by the mayor's wife to attend a meeting of the local women's leadership federation which included senior women leaders from all over the municipality:



Chief of Joint Operations Royal Australian Navy Vice Admiral David Johnston presents Royal Australian Air Force Wing Commander Kelley Stewart with an Operational Gender Advisor Course completion certificate.

'This was an amazing opportunity to connect with influential leaders across the region and better understand their concerns and requirements ... and also to explain the importance of what we were doing there ... this mutual understanding and sharing of perspectives will definitely result in improved outcomes throughout and beyond the Exercise.'

In military exercise planning more broadly, Kelley ensures that the development of scenarios include gender themes and that GPS training objectives and injects are included to test the training audience. Among other roles women may have in conflict settings, the opportunity to include scenarios around women's leadership and influence is a key message Kelley tries to incorporate:



'We need to check our own gender biases and ensure we are trained to acknowledge that women, men, boys and girls have different experiences of conflict and instability ... we cannot lump all women and children into the "vulnerable persons" basket and must remember that women are also leaders and often have different yet significant influence in their communities. We need to have both women and men participate in the decision-making that affects their lives.'

When asked if she intends continuing her work as a GENAD beyond her current posting, Kelley observed that developing a 'gender perspective' is a lot like

developing an 'environmental health perspective', in that once developed, the knowledge and skills are retained, even when not actively engaged in the role:

'... every time I'm in a supermarket I instinctively consider the different foods and how they are packaged, stored and transported ... I never really stop being an Environmental Health Officer. I think being a Gender Advisor is a lot like that ... I'm always applying a gender lens and perspective to what I'm doing, even in social situations. This has certainly become more deliberate since training as a Gender

Advisor. Applying a gender perspective is really important to everything that we do and I'll definitely take that with me into future roles.'

Kelley hopes to see enhanced sharing of learning across the three Services and within the Joint Operation realm as the ADF continues to build its Gender Advising capability:

'We all bring our different professional and personal experiences and perspectives into the GENAD role and there is no one way or right way to influence change ... we now have trained GENADS who are specialists in intelligence, combat operations, logistics, engineering, health, administration, the list goes on. We need to capture these multiple professional perspectives and leverage this collective experience to ensure the ADF remains at the forefront ... if we can harness that information, we are going to make it a stronger and more agile capability.'



Wing Commander Kelley Stewart and civilian participants in 2017 Exercise Talisman Sabre.

Endnotes

- ¹ Exercise Balikatan is an annual military exercise between the Philippines and the US, which commenced after the closure of US military bases in the Philippines. The ADF has participated in Exercise Balikatan since 2014.



Commander (CMDR) Sarah Mills joined the Navy in 2001 with the aspiration of becoming a maritime pilot. She successfully passed the first and second phases of ADF flying training and gained her wings in 2004. However, when she encountered some difficulties during the advanced stages of Navy-specific pilot training¹, she found she had to reassess her career objectives.

Commander Sarah Mills

A Focus on Training

'I had been flying since I was 16 years old and flying was what I had always wanted to do. Although coming off course was disappointing, I had realised by that stage that the inherent difficulties [with flying] weren't going away, so I considered a different career path. I decided to stay in the Navy but change to become a Training Systems Officer (TSO), which seemed like it would be a good fit for me. I like to think I have been a part of the broader cultural change in Navy and the wider ADF regarding women in aviation ... those experiences are certainly part of who I am and have enhanced my capabilities as both a training specialist and GENAD.'

Sarah studied for her Bachelor of Education (Vocational) while concurrently working at HMAS Creswell among TSO and staff, which provided invaluable practical exposure to the theoretical concepts she was learning in the classroom. After finishing her degree, in just two years, Sarah became a fully-fledged TSO and has since enjoyed a number of postings, including to Darwin with the Fleet Training Advisory Cell, Commissioning Training Officer in HMAS Choules and has also undertaken a range of specialist training and leadership positions at HMAS Creswell².

It was through her work as a TSO that Sarah first became engaged in GPS in 2014, at a very early stage of Defence's implementation of the Australian Government's NAP for WPS:

'I became involved when Navy was establishing the Defence Implementation Plan (DIP), which has actions related to the ADF's approach to GPS in professional military education and training. I was heavily involved in those Training focussed DIP working groups ... and when the ADF started the Operational GENAD Course in 2017, I jumped on one of the early courses so I could continue being involved with GPS.'

Sarah's first opportunity to practise her GENAD skills was in 2018 during Exercise Indo-Pacific Endeavour (IPE18), a large-scale annual maritime activity designed to enhance Australia's engagement with countries in the Southwest Pacific region. The IPE series focuses on military interoperability between different countries with a focus on humanitarian assistance, disaster planning and relief operations. The GPS component of IPE18 was primarily on 'participation' as a GPS Theme and broadening opportunities for women in Vanuatu, Fiji, Tonga and Samoa's security sectors. Sarah's role as the lead GENAD was managing requests for GPS-related activities by participating countries:

'It was incredibly busy. We had seven weeks from arriving in Hawaii to plan, prepare and field the requests [from participating countries] and design an approach. There were strong indicators from a couple of countries that they wanted ways to provide local female leaders the opportunity to discuss what leadership means for them and having us facilitate that. We actively encouraged Pacific women to



Guard Commander, then Lieutenant Sarah Mills, from HMAS Coonawarra, during the Governor's Cup Ceremony. HMAS Coonawarra is on parade for the presentation of the Governor's Cup in acknowledgement of having the best Navy Establishment in the Nation. The cup was presented by the Administrator of the Northern Territory, His Honour Mr Tom Pauling, AO, QC.



engage in those discussions. Another focus was finding ways to share practical insights into how women can support themselves and each other.'

Sarah was responsible for prioritising those GPS-related requests, planning the activities and providing training to other ADF members to assist with facilitating those activities. While she was based on HMAS Adelaide, she undertook a 'cross-deck' activity to upskill personnel in HMAS Success to deliver the workshops and training packages. As different West Pacific countries are at different stages of GPS implementation, Sarah noted the importance of tailoring the approaches to suit the specific requirements of each country:

'Women have been serving with the Republic of Fiji Military Force for quite a long time, but they had only just recruited their first 26 women into their Navy. They wanted to engage on how to best facilitate and support these women going to sea in the future. We took the women on a tour of our ship and at the same time, talked about being in the military and life at sea ... so there was a mentoring element too. The male Fijian Navy Key Leaders requested a separate forum where they could develop an understanding of how to best support the new Navy women ... it was just fantastic.'

One of the workshop products created by Sarah was the Women's Leadership Forums, which were designed to encourage dialogue and engagement on women's leadership and empowerment. The forums were attended by senior and emerging women leaders from the security sector, industry and government and a number of engaged 'male champions.' They were extremely successful and possibly due to the seniority of attendees, have paved the way for continued engagement between Australia and regional partners on GPS.

'The GPS engagements certainly supported the aims of IPE18 in creating those ongoing key connections. Since IPE18, we have had an increased number of requests through International Policy Division for the ADF to provide additional training and support to help with increasing women's representation in their defence forces. That's a brilliant outcome and directly linked to IPE18.'

One of the highlights from Sarah's IPE experience was coordinating and facilitating a forum in Tonga onboard HMAS Choules, which addressed GPS considerations during Humanitarian Assistance and Disaster Relief (HADR) operations, which was attended by the then-Minister for Defence, Senator Marise Payne.

'The Minister's speech was really positive and resulted in some healthy and robust discussions about how we can ensure that any future HADR responses encompass GPS and gender considerations in the planning and analysis stages, rather than when it's too late. We talked through very practical approaches and identified some tangible actions as a result of that discussion. A similar engagement occurred in Fiji, although that was more focused on peacekeeping and addressing Fiji's stated goal to increase women's representation in their Armed Forces to 10%, in line with the United Nations gender targets. Jade³ and I went back to Tonga at the end of 2018 to run workshops aimed at increasing women's participation within His Majesty's Armed Forces and down the track, getting women into the Tongan Maritime Force (Tongan Navy). There's certainly a push to boost the numbers of females in the security forces in our region and our discussions were around how best to facilitate that.'

N.B His Majesty's Armed Forces included three female sailors for the first time in a sea operation, as part of a trial in early September 2021.

Sarah was fortunate to return to Fiji in 2019, alongside CMDR Michael Miller and re-engage with the Navy women she met in 2018. Once again, they spoke about current challenges and how these might be mitigated to enhance women's opportunities within the Navy. She wrote a report addressing the actions required to enable women to go to sea on the new Guardian-Class Patrol Boats, which were designed to accommodate women⁴. Sarah believes a major barrier to these opportunities is the deeply held views about women's traditional roles within the family and community and ongoing concerns about women's safety and dignity while at sea.

'We suggested mitigating these concerns through a process of openness and transparency. For example, having family days with tours of the ships and showing the families the separation between the men's and women's facilities onboard and also engaging in positive social media and broader media campaigns about the important role that women can play in the armed forces ... with messaging centred on how women can actively contribute to keeping their communities safe and together, particularly in times of crisis or disaster. I believe there needs to be a careful, measured and staged approach, with the right messaging, to any strategic efforts to get women to sea. The best part of my GENAD and GPS work is creating these wonderful connections with people and working with different countries towards achieving their GPS objectives.'

Beyond her international engagements, Sarah has maintained a close connection to GPS through a variety of mechanisms. She has fulfilled the role of Directing Staff on the ADF GENAD Course and helped to mainstream GPS across Navy's initial and continuing training continuum. Her team developed a series of GPS



training products which are designed for at an initial, intermediate and advanced level of learning to support a broader awareness of GPS throughout Navy.

The combination of Sarah's GPS knowledge and skills as a training specialist has produced excellent outcomes, both domestically and from a regional perspective. She aspires to leverage this skillset again in the future with a possible deployment, as a GENAD role with a strong connection to training.

'If I want to continue my career as a training specialist, I have to ensure that balance between any other secondary positions. In the future, I would love an opportunity to use my knowledge and expertise to support that, potentially in a broader focus. We're seeing some great changes within our own Defence Force, which, as a result, is spreading rapidly and widely into our backyard. There is a growing recognition across our Asia Pacific region of the value that women bring to security sector roles.'

Endnotes

- ¹ On the AS 350 Squirrel rotary wing training aircraft, which were flown by Navy's No. 723 Squadron at HMAS *Albatross*.
- ² The Navy's Management and Strategic Studies Faculty at HMAS *Creswell* delivers Officer Leadership and Promotion Courses, the Warrant Officer Promotion Course and the Chief Petty Officer Promotion Course.
- ³ Wing Commander Jade Deveney, also profiled in this book.
- ⁴ Guardian-class patrol boats are a class of small patrol vessels designed and built in Australia for small Pacific Ocean countries and can accommodate men and women sailors.



Training Officer and Gender Advisor, Commander Sarah Mills, stands on the quarterdeck of HMAS Adelaide whilst crew members conduct pipe repair training during a damage control exercise.



Lieutenant Colonel (LTCOL) Robyn Fellowes retired in January 2022 from her planning roles within Headquarters 1st Division (HQ 1 Div)/Deployable Joint Force Headquarter (DJFHQ). LTCOL Fellowes worked in Operational Assessment and as a Contingency Planner in the J5 Plans Branch. In addition to her planning responsibilities, she was also the lead Gender Focal Point, working with the DJFHQ GFP Network and HQJOC to ensure gender considerations were factored into planning for operations and exercises.

Lieutenant Colonel Robyn Fellowes

Commanding Respect

LTCOL Fellowes brought significant experience to her GENAD and GFP positions, having served for 35 years in a variety of operationally orientated roles, as both a full-time member and in a reservist capacity. Robyn has commenced writing her memoir which will focus on her impressive career, including her experiences as a GENAD/GFP.

Although Robyn is technically commissioned to Signals Corps, in 1999 she became the first Australian Defence Force (ADF) woman to pass Special Forces Commando training; some fifteen years before Defence removed the restrictions preventing women from serving in frontline combat roles. In the same year that Robyn earned her coveted Green Beret, the Special Forces Commander placed a ban on any more women undertaking the training, which was deeply disappointing to Robyn and other women aspiring to serve in Special Forces. This and other early-career experiences ignited Robyn's commitment to gender equality to improve operational effectiveness within the military context.

When Robyn deployed to Bougainville in 1998, as part of the multinational ADF-led Peace Monitoring Group (PMG), she gained some first-hand insights regarding the importance of engaging women in the communities where the ADF operates:

'I was a Captain at the time and my role was as the patrol commander within the Combined Joint Interagency Task Force. We would visit different

villages to engage with the local population on the peace process ... I would usually ask my 2IC¹, a male Fijian officer, to talk with the male village leaders, while I would speak with women from the village and we'd both come back with completely different narratives. The men would say everything was going well with the peace process, whereas the women would say, "We have no freedom of movement, there are armed gangs threatening us and the security situation is dire." Wherever we went, it would be the same story. I had noticed from my arrival in Bougainville that the peace delegations did not include women participants, which I thought was a problem, because men and women's perceptions about the security environment were completely different.'

Robyn observed women had been unable to actively engage with the peace process because of the fraught security situation and decided to take action to improve their safety and security in addition to enabling their participation. Robyn drew on the PMG's resources (additional helicopters, boats and vehicles) to organise a large forum for women to share their views on security and the peace process, which attracted over 300 participants from across the country. The outcome of the forum was a comprehensive understanding of women's main concerns and priorities, which were subsequently factored into broader peace maintenance efforts. Although Robyn's actions pre-dated the release of UNSCR 1325, there is clear alignment to the GPS global agenda.



Robyn's first formal exposure to the term 'Gender, Peace and Security' was in 2015, while serving with Operation Resolute Support (OP RS, also known as RSM) in Afghanistan as the Senior Staff Officer – Lessons Learnt.

'Colonel Amanda Fielding² was short-staffed and asked me to assist with working groups for improving the recruitment and retention of women in the Afghan National Army (ANA) ... that's where my interest in GPS first started. It made sense operationally that women needed to be included in the ANA. Because of this interest and my Army planning background, COL Fielding asked if I wanted to help her integrate gender considerations into the operational planning processes for ADF operations and exercises at JOC [Joint Operations Command] ... of course I said yes.'

The decision to return to a full-time Army role and relocate to Canberra was not an easy one. Since retiring from full-time service in 2008, Robyn had built a successful business near Toowoomba which required her total focus. However, her commitment to GPS was such that she subsequently closed her business and commenced her role as the Deputy Gender Advisor (GENAD) in JOC.

The JOC GENAD team was required to build the capability from the ground up, which was a massive task with a never-ending 'to do' list. Fortunately, they received strong support across most of the JOC headquarters and particularly from senior leadership:

'We were very fortunate because the CJOPs [Chief of Joint Operations] was incredibly supportive of the work we were doing and he applied the GENAD capability very effectively. He was the enabler without that leadership buy in, we could not have achieved what we did in 18 months.'

Robyn's previous experiences had demonstrated that there is always a gendered aspect to human terrain, so a key task was to review JOC's current and planned operation and contingency plans to ensure GPS had been considered, where required. Another aspect was engaging with ADF partners, particularly in the Asia Pacific region, to ensure there was synergy on gender-related issues. Robyn also played a role in developing the JOC-specific content for the ADF's Operational GENAD course, which was piloted in May 2017. The pilot course was overwhelmingly successful.

'The highlight from my time in JOC was playing a small part in delivering ADF's Operational Gender Advisor Course, which was the first of its kind in the southern hemisphere. We needed the course to build the GENAD capability and the only way to increase the numbers of GENADs required to support ADF operations and exercises, was to grow our own.'

After eighteen months in the JOC position, Robyn was offered a Military Gender and Protection Advisor role within the United Nations Mission in South Sudan (UNMISS) or OP ASLAN. This proved to be an invaluable opportunity to apply her expertise and knowledge of GPS within a complex international peacekeeping context.



Women from the Sudanese Peace Liberation Army (SPLA) learning about their constitutional rights in Juba.

'My tour in South Sudan was the most challenging deployment of my career. I needed every aspect of my previous 33 years of Army experience to successfully execute the role ... the operational understanding I gained at JOC was essential. While there was minimal direction for my position, I saw myself as the Force Headquarters Gender Planner and I worked closely with my civilian counterparts (Senior Women's Protection Advisor, Gender Affairs and the Child Protection Unit) conducting integrated mission planning so we could collectively contribute to mission success.'

Robyn's first order of business was to conduct a gender analysis of the South Sudanese context to ascertain her main lines of effort, with consideration to UNMISS



priorities of protection of civilians and enduring peace. The analysis revealed some clear priorities:

'I learnt most of the sexual violence occurring in the country was being perpetrated by men in the Sudanese People's Liberation Army [SPLA]. I knew from my ADF experiences and GENAD training that higher numbers of trained women in a security force can lead to a reduction of these incidents in the longer term ... my first priorities were empowering women in the SPLA and reducing the levels of conflict related sexual violence perpetrated by SPLA members.'

Robyn engaged with women already serving in the SPLA to ascertain their perspectives and discovered they were often restricted to menial tasks, such as making tea and did not have clear direction or position descriptions for their roles:

'The SPLA women wanted to be trained properly and given meaningful roles so they could contribute to the security of South Sudan, alongside the men ... it was similar to Afghanistan where the focus was on increasing the numbers of women, but without much consideration of training and career progression. If women don't feel like they're contributing, they don't have a good reason to stay. If you fix retention, you automatically resolve your recruiting problem.'

From these engagements and with approval from the SPLA leadership, Robyn organised a training workshop ocused on empowerment and educating women about their constitutional rights. The workshop was extremely successful and set the conditions for further training across the country.



Colonel Bol (centre) and Lieutenant Colonel Fellowes and key staff working together in Juba.



Another of Robyn's achievements was, in partnership with the UNMISS Police Commissioner, obtaining UN Development Program funding to establish a network for women in the SPLA and South Sudan National Police Service (SSNPS).

'The Police Commissioner was Fijian, so we had that immediate regional understanding from our countries having worked closely together in the past ... she understood the importance of supporting women in the SSNPS. Our aim was to establish a women's network that would provide ongoing support and mentoring opportunities for SPLA and SSNPS women. These women did not want a hand-out, they wanted hand-up.'

To ensure GPS considerations endured beyond her tenure, Robyn worked closely with the U5³ to mainstream gender considerations into key operational documents, including: Strategic Mission Guidance; the Force Operation Order; Standard Operating Procedures; and regular situation reports (sitreps).

'When I arrived, there was no mention of gender considerations in any reporting ... there was nothing in the daily sitreps about gender, or sexual and gender based violence reporting and the intelligence collection plan was not focused on the wider protection of civilians outside of the Internally Displaced Persons [IDP] camps, so they weren't analysing the data being collected by the wider mission to understand hot spots and trends. Before I left, I made sure gender considerations were integrated throughout key aspects of the operation and properly reported and documented ... which is so important when the mission's priority is protection of civilians and enduring peace. You can't contribute to mission success if you aren't ensuring your forces are

trained and in a position to respond and protect the vulnerable population.'

Since returning from South Sudan, Robyn has continued working for the Army on a full-time basis in planning and GFP roles. Robyn notes there are significant opportunities to continue working closely with the ADF's partners to further develop GPS within the Asia Pacific region and beyond:

'The tasks the ADF and Whole of Government (WoG) GENAD community are being asked to do requires dedicated and experienced GENADs in planning positions in Joint Operations Command and large joint task forces ... Gender considerations are but one of the many planning considerations, but hugely important ... the gendered nature of human terrain should never be overlooked. I have always considered gender considerations as an inch wide and a mile deep and the one issue that can unhinge a joint task force mission by undermining its legitimacy. I think the ADF has an experienced GENAD capability and we can offer a lot to the WoG effort and to our regional partners.'

Endnotes

- ¹ The J5 Branch is responsible for planning operations that may occur in Australia's Area of Interest in the event of a crisis.
- ² Colonel Amanda Fielding was the Senior GENAD OP RS at the time. She is profiled in this book.
- ³ The U5 is responsible for planning. Joint headquarters positions in UN missions are categorised using a 'U' prefix, rather than the more commonly used 'J'.



Lieutenant Colonel Robyn Fellowes attending the inaugural Sudanese People's Liberation Army (SPLA) Women's Workshop in Juba, which she developed and organised.



Warrant Officer Dean Maher joined Air Force as an Avionics Technician but has spent most of his career working in the field of explosive ordnance as an Armament Technician. He has deployed on a number of operations including Slipper, Highroad, Papua New Guinea Assist (PNG) Assist and Indonesia Assist.

Warrant Officer Dean Maher

Trailblazing in Gender, Peace and Security

The latter years of Dean's career as an Avionics Technician have been increasingly focused on operational planning, operational support and contributing to Air Force's expeditionary capability. He was posted as the Base Armament Manager for Air Force's 381 Squadron (which provides a contingency response capability), when he first encountered the concept of GPS:

'I was tasked with being a GENAD as a secondary duty ... I didn't know what it was about and I remember thinking, "I'm probably the worse person for this job ... but sure, I'll give it a crack." So, I started researching, which included reviewing the material released by the Australian Civil-Military Centre ... I also watched Side by Side¹ which was really helpful.'

On the basis of this research, Dean developed a briefing on GPS for his unit, which he aligned to the expeditionary unit's mission. He was not convinced that his briefing and focus were 'hitting the mark' until meeting Wing Commander (WGCDR) (then Squadron Leader) Jade Deveney² while attending an International Humanitarian Protection course at RAAF Base Richmond.

'I introduced myself to everyone as a Gender Advisor and very quickly found out that I wasn't³ [laughter] ... while on the course, I found there was ... an Air Command sanctioned presentation I could use to ensure I was giving the Air Force view of GPS ... as it turns out, the presentation I produced was aligned to

the broader strategic view, but contextualised for the unit and our mission.'

Since 2017, Dean has been almost constantly engaged in different aspects of GPS. He deployed on Operation PNG Assist⁴, where he applied a gender perspective to his role as an Operations Officer (OPSO) and Combat Support Group liaison. Dean completed the Australian Defence Force (ADF) Operational GENAD course in May 2018 before deploying in a OPSO/GENAD capacity to Operation Indonesia Assist⁵ in October 2018. His role primarily entailed providing advice on gender considerations when transporting displaced persons on ADF aircraft and ensuring the gender composition of the ADF Force was appropriate and consistent with the mission's requirements.

Through his own operational experiences, both before and after training as a GENAD, Dean has witnessed numerous instances of gendered considerations and implications during ADF operations, particularly Humanitarian Assistance and Disaster Relief operations. He cites one particularly memorable example of how assumptions about gender can influence the prioritisation of aid:

'During PNG Assist, we were managing a small hub-and-spoke⁶ operation, supplying CH47s⁷ up in the highlands of PNG. We had a lot of aid coming in from different agencies ... and a lot of it was from the Australian Government. I noticed a large supply of dignity kits⁸ sitting on the side of the tarmac that had



Royal Australian Air Force Gender Advisor, then Flight Sergeant Dean Maher, provides guidance and advice to Sergeant Rebecca Hass on gender in military operations, as part of Exercise Cope North 19, Baker Airfield, Tinian Island.



been scheduled for delivery the previous afternoon. These kits were configured to meet the needs of women in the earthquake-devastated region, who, in most cases, had nothing left ... I asked the person in charge why the items hadn't been delivered and was told, 'Because it's not important ... it's not food or medicine so it's not a priority.' I replied, 'Sir, have you heard of GPS and UNSCR 1325?' He hadn't so I provided the gender perspective and informed him of the Australian Government's implementation of the National Action Plan [NAP]. The kits were deployed on the next mission ...'

It was prescient that Dean viewed the dignity kits as a priority and not only for the women who needed them. Indeed, just a few days later, after the kits were distributed, the ADF's consideration of women's dignity was a key talking point in a speech made by Australia's Minister for Foreign Affairs⁹, who was accompanied to PNG by the Chief of the Defence Force. Dean notes that after the speech, the person responsible for prioritising aid deliveries gave him a 'sneaky thumbs up' from across the tarmac, probably feeling extremely relieved he had taken the GENAD's advice.

Due to the nature of his work on HADR operations, Dean often had contact with personnel from international NGOs and different CSOs. Some personnel expressed their surprise regarding the comparatively high representation of women working on and around Australian military aircraft:

'A female representative from the World Food Program was asking about the number of women loadies¹⁰ on our aircraft. She asked if it was normal to have women working on the aircraft like this. When I said, 'Yes'¹¹, she asked, 'Why do you do that?' I explained that we [Air Force] don't discriminate when it comes to being



Royal Australian Air Force loadmaster Warrant Officer Greg Skevington directs the forklift driver as aid is unloaded in support of Operation PNG Assist 2018 at Mount Hagen Airport.

able to do a job and that while women's participation has not always been great, it was quickly changing. I explained that our need to change is based on improving operational outcomes. When you think about the types of HADR missions we're doing, the loadmasters are often that first point of contact with vulnerable populations, usually after a traumatic event or under extremely stressful circumstances. Having women as well as men in those first-contact roles improves our ability to engage and communicate

with populations impacted by disaster ... which has a positive impact on achieving the mission. Australia is seen as really progressive in terms of women's participation on operations, even from a European NGO perspective.'

More recently, Dean undertook a GENAD position on Air Force's Exercise Cope North, an annual military exercise involving multinational personnel predominantly from the US, Japanese and Australian militaries. The exercise



did not go as planned from a GENAD perspective, as both WGCDR Deveney and Dean believed the GENAD position would be situated within a Combined Air Operations Centre (CAOC) and have a whole-of-force focus. Unfortunately, only the HADR aspects of the exercise were within the GENAD's scope. Dean also struggled to find time to address gender considerations due to his high-tempo operations role. Despite the role not going as planned, it provided valuable learning opportunities for Air Force regarding how to resource and apply GENADs and GFPs in the exercise environment and resulted in a number of changes for Cope North the following year. One of the limitations of the GFP concept is time and this was apparent to Dean:

'In the end, I did a Gender Assessment, but we just had no time ... one of the lessons learnt from Cope North was that you can't really be an Operations Officer and a GENAD at the same time... It should be somebody's main role and they can have other secondary roles, but they need to be able to focus on the gender aspects. People say, "That's never going to happen, it isn't important enough," but it's important enough if the Government thinks it's important and the UN and NATO think it's important.'

To emphasise the importance of having specialist GENAD roles, Dean uses the analogy of Safety Advisors. He notes that while safety is certainly mainstreamed and considered the responsibility of all personnel, Air Force still has specialist Safety Advisors attached to most units, usually as a full-time role. He believes the GENAD capability should be considered in a similar fashion. From Dean's observations, not having a trained GENAD/ GFP involved in planning and operations often means that gender factors can be overlooked:

'Sometimes it's about making sure you have the right mix of people to achieve the mission ... especially

when you're the first on the ground and last out. During one deliberate planning activity for a non HADR operation, the planners turned around and said, "Hey gender have you got anything to add" ... and I said, "Well first of all, we don't actually have any females in this planning group." Their response was, "Oh yeah, good call."'

Being male in a female dominated field and one of the few Senior Non-Commissioned Officers (SNCO) actively working on GPS, it's fair to say that Dean has encountered some good-natured criticism from some of his ADF colleagues, which he is philosophical about. He considers the low numbers of SNCOs engaged on GPS as more of an issue and hopes that higher numbers of SNCOs are afforded the opportunity to train and work as GENADs in the future:

'I did feel a little bit like the 'token male' to start with, but I'm happy to be viewed that way if it is going to result in higher numbers of men putting their hand up for GENAD roles. I have noticed more Air Force men have been engaging which is really positive. I would like to see more enlisted personnel going into GENAD and GFP roles on operations. I understand why some deployments need a certain rank ... but you could have an enlisted person in there, maybe as a 2IC [Second in Command]. If you're looking to have gender-mixed teams and engage more men, then that could be a good way to achieve that. I think it's really important to have a range of different voices speaking about gender.'

Endnotes

- ¹ 'Side by Side - Gender, Peace and Security' is an Australia Civil-Military Centre produced educational video which addresses how the international community has, and can, meet its commitments on GPS. The content is publicly accessible via <https://www.acmc.gov.au/resources/videos/video-side-side-women-peace-and-security>
- ² WGCDR Jade Deveney is profiled in this book.
- ³ As the role was part-time, it would be considered a Gender Focal Point rather than Gender Advisor.
- ⁴ The ADF provided humanitarian assistance to the remote highlands areas of PNG, following a 7.5 magnitude earthquake and aftershocks.
- ⁵ OP IA 2018 was the ADF's contribution to planning, preparation and delivery of humanitarian aid from Balikpapan to Palu Indonesia.
- ⁶ In this situation, a 'hub-and-spoke' operation refers to providing a central supply point and aviation support base for Chinook helicopters flying back and forth delivering aid supplies to the PNG highlands.
- ⁷ Boeing CH-47 Chinook heavy-lift helicopters.
- ⁸ Dignity Kits are intended to provide basic feminine hygiene, sanitation and in some cases, modesty items for displaced women and girls of reproductive age.
- ⁹ The Honourable Julie Bishop MP.
- ¹⁰ A common ADF abbreviation of the word 'Loadmaster'.
- ¹¹ Air Force has made a concerted effort to increase women's representation in the Loadmaster mustering; with women now representing around 40 percent of personnel.



Captain Stacey Porter, CSC, RAN

Building on Progress, Furthering the Vision

Captain Stacey Porter joined the Royal Australian Navy (RAN) in 1990 as an Instructional Officer, which has since been renamed to Training Systems Officer. In 2006, she was 'crash posted' to HMAS *Kanimbla II*² as the ship's training manager, which enabled her to gain the sea-time necessary to advance in a Navy career. Stacey's first command role was as the Executive Officer (Second in Command) at HMAS *Harman*³ in Canberra, followed by a year completing Australian Command and Staff College in 2010. She then gained invaluable exposure to the joint operational world through her next posting as the Chief Staff Officer to the Director General Support.

In 2013, Stacey assumed command of Navy Headquarters' Tasmania, which was one of her most rewarding postings. The Commanding Officer (CO) role was Stacey's first real foray into gender-related activities:

'The CO of 29 Squadron⁴ also happened to be female⁵ ... we linked up and did quite a few high-profile speaking events and engagements, which focused on demonstrating women could progress up the ranks, become COs and have amazing careers in the ADF. Because of this, when it came time to negotiate my next posting, I sent an email to my career manager outlining the great things I felt I could offer the Navy beyond another training development role.'

Stacey's timing was impeccable as Navy were actively seeking a suitably qualified and motivated person for Navy's first rotation into the Senior GENAD position in the Resolute Support Mission (RSM), Afghanistan. Stacey completed the requisite suite of training courses, including Swedish Armed Forces International (SWEDINT) GENAD training and NATO Key Leader Engagement and Advisor training, which enabled her to 'hit the ground running' when she arrived at RSM in April 2016.

Similar to her predecessors, Stacey worked towards three primary lines of effort which were outlined in both the Operational Order and Operational Plan for the RSM. The GENAD mission was to increase women's meaningful participation in the Afghan security forces; ensure they were safe and supported; and had access to the training, equipment and facilities needed to succeed in their chosen career.

Stacey notes the benefits of entering a well-established GENAD function, which already had a seat at the table for all major planning and synchronisation meetings across the headquarters. The GENAD office also had the strong and visible support of the Commander RSM and most of the three, two and one-star officers in the Mission. This enabled Stacey to progress the GPS portfolio without the distraction of also having to fight to get gender on the agenda.

In terms of deliverables, one of Stacey's tasks was coordinating the first intake of women recruits for the



(From left to right) Lieutenant Colonel (US) Donna Fanning (Ministry of Defence Gender Advisor) and Captain Stacey Porter (Senior Gender Advisor) meet with Brigadier Ian Rigden (Chief Mentor Afghan National Army Officer Academy) during a visit to ANAOA.



Mr Rowan Ramsay MP hosts Commander Stacey Porter RAN during the Australian Defence Force Parliamentary Program 2011. Photography by Lauren Black.

new Afghan National Army (ANA) induction training program in Anatolia, Turkey. Meeting and engaging with Afghan women who were joining or had already joined the Afghan National Defence and Security Forces (ANDSF) was a major highlight of Stacey's deployment:

'I was really struck by the women's motivation for joining the ANDSF ... they weren't there for personal or professional gain ... they were there for the good of Afghanistan, to help get the country back on its feet and become independent, which was really heartening. 109 women were selected for the first Turkey intake and everyone, both Afghans and RSM personnel kept saying, "You'll never get them back from Turkey ... they'll run away or defect." But every single one of those 109 women completed the training and came back, which is possibly related to their reasons for joining in the first place.'

The Turkish government made every effort to ensure the women's training experience was as comfortable and successful as possible, including fully refurbishing and modernising the classrooms and accommodation facilities within the training compound. Unfortunately, the post-Turkey outcomes were not always as positive:

'After coming back, some women would complete additional training or specialist training to qualify for roles in logistics, explosive ordnance or communications maintenance ... but most ended up being sent into administrative jobs, which was a complete waste of their specialist training and quite demoralising in terms of their career aspirations. Ensuring women had meaningful work after completing their training became our next big challenge and we looked at a range of different interventions to address the issue.'

Another of Stacey's tasks was continuing the coordination of the Women in Security Advisory Committee (WSAC), which was a powerful forum for senior stakeholder collaboration on GPS issues. The First Lady of Afghanistan's ongoing personal involvement as the WSAC Co-Chair was extremely helpful to expediting progress in key areas. One example cited by Stacey was the reinvigoration of the Family Response Units (FRU)⁶, which was one of the First Lady's main priorities:

'Millions of dollars had been spent on building and equipping the FRUs all over Afghanistan ... after receiving reports that many FRU's had fallen into disrepair, the WSAC commissioned a thorough audit and the results were pretty damning. Vehicles had been misappropriated, equipment was missing and policewomen were interviewing witnesses in toilet buildings because men had taken over the FRU buildings. This report was tabled at the WSAC, while

the First Lady was chairing and the Minister of Interior was incredibly angry and said the audit report was inaccurate. However, just a few days later, these 'missing' resources started popping up again all over Afghanistan ... and the FRUs started functioning properly again. I think this really demonstrates the power of the WSAC and benefit of having such influential Afghans around the table.'

After a successful and rewarding deployment, Stacey returned to Australia and was posted into the Senior GENAD position at JOC. Her intention was to continue progressing projects and actions started by her predecessor⁷, but her ambitions were tempered by a sideways move in March 2019, into the Director J8 position. Stacey was tasked with rebuilding JOC's 'Lessons Learnt' function, while remaining in the Senior GENAD role.

Her aim for 2020 was to consolidate the lessons learnt from the multitude of GENAD Post Operation and Post Activity Reports (PARs) previously submitted to JOC over the past few years. She also hopes to develop PARs for her own international experiences, including lecturing on two of the United Kingdom's Human Security Courses (which may offer valuable insights for the ADF's Operational GENAD Course) and her participation on Exercise Viking 2018:

'The Viking series occurs every four years and is the biggest military exercise in the Northern Hemisphere. Viking 18 was delivered across nine sites in Europe and one of the main lines of effort is the Protection of Civilians ... it was rich with Gender, Peace and Security injects and I came away with some excellent ideas for injects into future ADF exercises ... I hope to implement these in the future.'



Stacey also conducted a brief visit to Honiara as part of Indo-Pacific Endeavour 2018, primarily to meet and engage with senior female leaders, including politicians, government officials, diplomats and senior officers in the military and police. Stacey saw this as an important opportunity to advocate for the GPS work being progressed in Australia, while also capturing ideas from other countries.

While Stacey intends on retiring in 2022, she says she will always remain connected with, and committed to, progressing GPS outcomes.



Captain Stacey Porter, RAN (RSM Senior GENAD) with members of the Resolute Support Mission Team visiting the site of a new accommodation compound for Afghan Female Policewomen in Kabul.

Endnotes

- ¹ A Navy term for a short-notice posting.
- ² HMAS *Kanimbla* II was a landing platform amphibious (LPA) ship purchased by the RAN to bolster its amphibious capability QUICKSTEP, the ADF contingency operation to evacuate Australians from Fiji in the face of an emerging coup.
- ³ HMAS *Harman* provides administrative support to Navy personnel located in the Canberra area.
- ⁴ No. 29 (City of Hobart) Squadron is a Royal Australian Air Force (RAAF) Reserve squadron located in Hobart, Tasmania.
- ⁵ Wing Commander Deborah Phillips.
- ⁶ The FRUs were established using US and international donor funding to provide a safe and secure place for women in rural and regional areas to report crimes to trained female police officers. This was necessary because in some parts of the country, women were not permitted to speak to men outside their own families, including male police officers.
- ⁷ Colonel Amanda Fielding.



Squadron Leader (SQNLDR) Ellie Aurisch joined the Air Force in 2007 via an Australian Defence Force Academy (ADFA) pathway after already completing two years of a degree in International Relations. Her decision to join the ADF was prompted by an interest in international affairs, coupled with the strong desire to 'do some good in the world'.

Squadron Leader Ellie Aurisch

Operation Render Safe

'I joined with an outside perspective on international relations and what was going on in the global political space and I was interested in how to contribute ... I guess that's why, long term, I looked into gender advising and how I could assist in this way.'

After graduating from ADFA, Ellie commenced her Air Force Logistics Officer career with a posting to 41 Wing¹ as the SO3-Logistics. During her time at 41 Wing, Ellie was selected for an ANZAC exchange to New Zealand, which provided her with invaluable insights into Pacific partnerships.

In 2012, Ellie deployed to the J4 Alpha² position in Headquarters JTF633 in Kabul, Afghanistan. During this deployment, Ellie first became aware of the GPS global agenda through her interactions with Commander (RAN) Jennifer Wittwer, who was one of the International Security Assistance Force (ISAF) Gender Advisors (GENAD) during that same period:

"Commander Wittwer explained the activities she was undertaking to inculcate a gender perspective in Afghanistan ... and I started thinking, 'This is something I really believe in,' ... it was just a fledgling concept in the ADF back then and it's fantastic to see how far we've come in the past few years.'

On her return from Afghanistan, Ellie worked in a number of different logistics roles around Australia. She was fulfilling the GPS representative role as a secondary duty at Point Cook in 2016, when she received the call

to deploy on Operation Render Safe³ as GENAD to the Commander. This was Ellie's first GENAD deployment and the first time the ADF had deployed a GENAD on that operation. She relied on briefings from GENADs, UN online training and documentation, in addition to previous seminars to educate and inform herself about the role.

Ellie's primary role on Render Safe was to provide advice to the Commander to ensure that vulnerable groups were not impacted by the Explosive Remnants of War (ERW) mission and to connect with communities and groups who may be able to provide further information on ERW locations. One of the major differences between Render Safe and other gender missions is the non-crisis, non-conflict nature of the operating context:

'Render Safe is unique compared to other operations we gender advise on because it's a completely permissive peacetime operational environment ... In a humanitarian sense, it's about Australia going out and being a friend to our Pacific neighbours while also removing Explosive Remnants of War, which have been there since World War II.'

In addition to advising the Commander, another one of Ellie's tasks was to provide a point of liaison between communities and the Commander, including communicating women's concerns, expectations and priorities regarding the Operation. However, it was not always easy to engage with women, especially in highland communities. When Ellie managed to



Flight Lieutenant Ellie Aurisch presents an overview of Gender, Peace and Security to 70 personnel from RAAF Base Williams prior to the commencement of the 'Half the Sky Challenge' 5km Fun Run/Walk. The 'Half the Sky Challenge' was conducted on all bases across the nation during the month of October and November 2015, to recognise and celebrate the 15-year anniversary of Australia's ongoing commitment to UNSCR 1325 on Women, Peace and Security.

successfully engage, she was struck by the disconnect between the intended operational outcomes and the priorities of the communities they were working in:

'It was really hard to meet and talk to the women in subsistence farming communities because they are

working constantly to keep food on the table. When we did speak with women, it was usually late at night after the work was finished ... we were reliant on the populace to tell us the location of Unexploded Ordnance [UXO⁴] ... but they had lived with the UXO for seventy or so years ... and were far more

concerned about having access to fresh water. Their priorities were keeping their families together and living in a secure and peaceful community.'

A key challenge for the Explosive Ordnance Disposal (EOD) personnel was locating the UXO to remove. The Operation's success over a number of years has resulted in there being progressively fewer UXOs to locate and remove. As such, for the past few years, the mission has tended to focus more on community engagement and positive relationship building, which aligns to the core capabilities of an ADF GENAD or GFP.

One practical example of this was Ellie's focus on engaging with children in the communities where ADF RS personnel had a presence. Within rural and highland communities, young children, due to their inquisitive nature and style of play, unfortunately tended to be those most likely to find UXO. Seeking information about UXO locations from children required a high degree of sensitivity and careful management of certain perceptions:

'We needed to engage with children to complete our mission but the last thing you want is to be seen to be potentially exploiting minors ... we needed to avoid a situation where a group of uniformed men approach a child or group of children and follow them into the forest to look for ERW ... this wouldn't look appropriate to the community. I think my value-add was being able to sit back and look at situations and sensitivities and ask, "Is this the best way to achieve the aim?" and "What are the gendered implications?" and "What might be the second and third order effects of this action?" and provide advice as to how we might achieve the same outcome but in a more culturally and socially sensitive way. My GENAD contribution was



about best achievement of the mission, understanding gender vulnerabilities and how we conduct ourselves to continue receiving the goodwill of the community.'

This deployment remains one of Ellie's most memorable and rewarding military experiences. She cites having excellent support from her Commander and the deployed Community Engagement Team as contributing to her positive experiences during the deployment. As a full-time GENAD, having the 'headspace' to focus on gender considerations, without also having to undertake another role, allowed Ellie to engage with the community to understand how to best cooperate for mutual benefit:

'It was a humbling experience, deeply moving at times and a highlight of my career. I will always remember the generosity of the Solomon Islands people and willingness for us to be included within the community. I learnt so much about Solomon Island culture that could not be learnt through 'briefs' and this deeper understanding of culture had a positive impact on the mission.'

Her experience also provided some valuable lessons, which Ellie now shares with other GENADs and personnel from other countries. Common themes in her presentations include remaining focused on the mission and the importance of building trust in the communities in which the ADF works:

'The ADF mission will always be your primary focus. Everything you do should be in support of mission success. A Gender Advisor does not seek to change the status quo, but does ensure the actions of Defence, by doing their job well, do not increase inequities and can potentially improve conditions. There must be the recognition that your ideals and aspirations may not be the same as those of the communities you visit and you

must not push your culture and values onto them. You must accept what is and ask questions politely to draw out discussion. You must be willing to get dirty, to go back day after day to become trusted, to be eloquent in presenting your facts and information to assist with the mission. I also learnt the importance of cooperation with ADF, DFAT and host nation initiatives, to ensure we were aligned and not duplicating our efforts.'

Ellie very much hopes to deploy as a GENAD in the future. She has remained connected to the GPS community through all of her recent ADF endeavours.



Flight Lieutenant Ellie Aurisch meets with people from a local village to discuss outcomes for the community during Operation Render Safe 2016.

Endnotes

- ¹ No 41 Wing, based at RAAF Base Williamtown, is responsible for tasking subordinate units to provide continuous wide-area surveillance, airspace control and execution of air battle management operations.
- ² The J4 function plans, coordinates and directs logistical support to operations.
- ³ Operation Render Safe is an annual series of operations to locate and remove World War II-era Explosive Remnants of War (ERW) from South Pacific island nations. The operation is led by the ADF but involves Explosive Ordnance Disposal (EOD) teams and other personnel from Australia, the United States, the United Kingdom, New Zealand, Canada and the Solomon Islands.
- ⁴ Unexploded Ordnance is any sort of military ammunition or explosive ordnance which has failed to detonate or function as intended.



Flight Lieutenant Ellie Aurisch and Esme, one of the local village women, discuss outcomes for the local community during Operation Render Safe 2016.



Lieutenant Commander Dave Chapman meets local children in March 2019 during a visit to Arno Atoll, Republic of the Marshall Islands, while deployed in USNS Brunswick as Gender Advisor on Pacific Partnership 19.



Lieutenant Commander David Chapman

Navigating Uncharted Waters

Lieutenant Commander (LCDR) David 'Dave' Chapman joined the Navy in 2005 and graduated from the Australian Defence Force Academy in 2009 after completing a Bachelor of Electrical Engineering. Although his primary role is as a Weapons Electrical Engineering Officer, over recent years, Dave has had considerable involvement in the field of GPS by way of three separate operational deployments. The most recent was his deployment as the J33 (Current Operations) on Operation Accordion¹ where one of his ancillary tasks was to provide Gender Advisor (GENAD) support in the absence of the primary GENAD.

Even before receiving formal GENAD training, Dave developed a solid understanding of UNSCR 1325 and the GPS Mandate, primarily through his twelve-month 2016/2017 deployment as a United Nations Military Observer (UNMO) on Operation Paladin. He spent the first half of his deployment working in Observer Group Lebanon under the operational command of the United Nations Interim Force in Lebanon (UNIFIL), monitoring the ceasefire between Israel and Lebanon. For the second half, Dave was assigned to Observer Group Golan under the Operational Control (OPCON)

of the United Nations Disengagement Observer Force (UNDOF), monitoring the ceasefire between Israel and Syria in the Golan Heights.

While he was not formally appointed as a GENAD on the UN mission, he noted that a gender perspective was certainly factored into the planning and conduct of different aspects of the operation:

'Gender considerations were a routine aspect of our daily activities ... concepts taught on UN pre-deployment training and during mission reception and staging were logical from a human terrain analysis perspective and were applied to good effect in the planning and conduct of our patrols. A gender perspective was also important when our observer teams were interacting with the population, which includes key leader engagements and interacting with members of the host-nation's military and police forces. Any data and reporting processes for refugees and internally displaced persons were also disaggregated by gender, which provided useful insights into how different members of the population were impacted by both the conflict and ceasefire activities.'

In 2018, after completing this deployment and largely due to his positive exposure to GPS within a UN construct, Dave completed the ADF Operational GENAD



Course to enhance his knowledge of the ADF GENAD role. One of Dave's observations from ADF GENAD training was the strong emphasis placed on advocacy and promoting the GPS concept to others. He is optimistic this aspect of the training will soon be rendered unnecessary:

'The ADF Operational GENAD Course provided a practical demonstration of where and how gender considerations may be constructively input to operational planning. But there was also a heavy influence on advocacy in the training, in that a major focus was explaining what a GENAD does and why the role is relevant. I believe the necessity for this will decrease as the ADF reaches an end-state where application of a gender perspective to operations is considered business-as-usual.'

In March/April 2019, Dave had the opportunity to test his new knowledge and skills when he deployed on Exercise Pacific Partnership 2019, in a dedicated GENAD and GPS Officer² role. He was positioned onboard the United States Naval Ship 'Brunswick', which is a Spearhead-class expeditionary fast transport ship, in service with United States' Military Sealift Command.

The original mission was to build partner capacity across medical, community engagement and engineering lines of effort in multiple locations across the Republic of the Marshall Islands (RMI) and the Federated States of Micronesia (FSM). However, during the Exercise, the mandate shifted, when the ADF was required to provide direct support to the Mortlock and North-West Islands in response to Super Typhoon Wutip, which devastated the remote, low-lying atolls.



Lieutenant Commander Dave Chapman and local women leaders meet on Majuro, Republic of the Marshall Islands in March 2019, discussing community issues and priorities, to shape support provided by Pacific Partnership Force Elements within the Atoll.

Dave's contribution to both phases of the Exercise was to provide a gender perspective to various activities and engagements:

'I provided education and briefings to the crew, conducted community engagement and engaged with host-nation government officials as well as medical



and education staff in towns and villages. This was really helpful to our ability to connect with the local populations where we were working. I also attended the Pacific Women Leaders' Coalition Conference in Majuro, which was hosted by the President of the Marshall Islands, President Hilda Heine, the first female Head of State of a Pacific Nation.'

From Dave's perspective, one of the primary positive outcomes from deploying as a GENAD on Pacific Partnership during the execution phase was establishing new contacts with female leaders in NGOs, the UN and host nation government bodies, which facilitated gender balanced planning for future iterations of the Exercise.

Another notable benefit of having a deployed GENAD during that Exercise was to support contingency planning following Super Typhoon Wutip. For example, a detailed gender analysis of the population provided insights into the unique, traditional indigenous lifestyles of these remote and isolated communities which helped ensure all interactions were cognisant considerate of the unique needs of those populations. Dave views this as an excellent example of GENAD input enhancing operational outcomes within a real-life Humanitarian Assistance and Disaster Relief situation.

As a male working in the female-dominated field, Dave has not experienced any particular challenges. He intends to remain connected to the GENAD community and aspires to undertake a Directing Staff role on future GENAD training courses. His experiences of GPS in three different operational contexts would certainly provide a valuable additional dimension to the ADF training:

'I have found the experience of deploying as a GENAD to be interesting and rewarding. The ADF

has increased its efforts to operationalise GPS in recent times which has resulted in more interesting opportunities for members to gain GENAD experience in an operational context. I intend to remain involved in the GPS field by volunteering for ongoing Gender Focal Point ancillary duties or possibly another GENAD deployment in the future.'

Endnotes

- ¹ Operation Accordion's mission is to support the sustainment of Australian Defence Force (ADF) operations, enable contingency planning and enhance regional relationships in the Middle East Region (MER).
- ² The US military uses the term 'GPS Officer' instead of GENAD, but the role and responsibilities are the same.



Lieutenant Commander Dave Chapman on patrol as a United Nations Military Observer near the Lebanese village of Kafr Kela in August 2016, observing the ceasefire agreement between Lebanon and Israel.



Squadron Leader Claire Pearson engaged in a sports demonstration for Nuer tribe women within the UN Internally Displaced Persons (IDP) camp in Bor, South Sudan. (2016)



Squadron Leader (SQNLDR) Claire Pearson, an Air Force Intelligence Officer and veteran of four operational deployments¹, is refreshingly honest about her initial scepticism towards GPS.

Squadron Leader Claire Pearson

A Healthy Dose of Scepticism

'When I was deployed to Headquarters International Security Assistance Force [HQ ISAF] in Kabul in 2012 ... there was a Swedish officer who was the ISAF GENAD. My initial thoughts, which have obviously changed since then, were that she wasn't really involved in the fight ... the position seemed like a distraction to the rest of us who were trying to do combat activities.'

Given her initial views, it was ironic that in 2016, Claire was given a GENAD role on a subsequent deployment to United Nations Mission in South Sudan (UNMISS) in an intelligence capacity:

'As soon as I arrived, the Brigadier said, "We've been directed by UN Headquarters to have a Gender Advisor for each sector ... because you're our 'Lady Officer"², you'll be our Sector East Gender Advisor." Being the bolshy redhead I am, I spent three days protesting that the role wasn't tied to women ... but then I realised, as an Australian who actually knows something about the concept of GPS, I was likely to have a much greater impact than somebody who may not even understand what gender means.'

After making the decision to embrace the role, Claire experienced significant frustrations, primarily due to the poor understanding of gender across the sector. Another challenge was the lack of a mandate, direction or even basic guidance regarding the expectations of the role.

'It was really a case of 'choose your own adventure' at that point.'

Accordingly, Claire undertook her own research, reached out to the UN Women Office in Juba, South Sudan and the Senior Joint Operations Command Senior GENAD³ to help her formulate a plan. She subsequently wrote a Commander's Decision Brief outlining different recommendations for GPS initiatives, which was eventually approved. In the interim, Claire developed and delivered presentations to educate different battalions about basic gender concepts.

'It was interesting talking to UN peers that have very traditional views on women's roles. In fact, just my presence in the Headquarters as "the Lady Officer" was, in itself, eye-opening. I challenged their traditional views further because I also understand what they know from a military perspective.'

In addition to GPS training, Claire developed different mechanisms for engaging with the local South Sudanese women. She considered that sport may be an appropriate vehicle for bringing women and girls together to engage and interact and the UN literature supported this approach:

'I settled on soccer because it was easy to organise and didn't require much equipment. Once again, I had to convince the Sector Commander to approve the activity ... he was initially dead against the idea and



told me, "Girls can't play soccer." He was also concerned the men teaching the girls would kick the ball too hard and knock the girls over.'

However, Claire countered each of the Brigadier's arguments and eventually gained his endorsement. She then worked with the highly supportive Minister for Education to gain South Sudanese government approval. The soccer clinic for girls was very successful from a range of perspectives, including as an opportunity to engage in non-sport related matters:

'We highlighted key messages when talking to the girls and brought in women from the UN Police such as the Nepalese Police Force to demonstrate women can be in uniform and can also be leaders.'

Another initiative was to inculcate a gender perspective into operational planning and her work in the G2 [Intelligence] function. One positive outcome of this approach was increased patrols around the areas where women collect firewood, because reporting indicated that women were increasingly being attacked and sexually assaulted outside the Sector East Internally Displaced Persons (IDP) Camp.

On her return to Australia, Claire completed the first iteration of the new ADF Operational Gender Advisor Course, as part of her preparation to be the White Force GENAD for Exercise Talisman Sabre 2017⁴ (TS17). With a more sophisticated appreciation of the nexus between intelligence analysis, operational planning and GPS outcomes, Claire took the opportunity to rewrite or adjust some of the planned gender injects to better align them with a high-end warfighting situation:

'A lot of the planned injects were shaped around media reports or civil-military engagements. However, in a full-blown conflict, you're not going to be getting BBC news feeds or feeds through civ-mil or aid agencies because you wouldn't have that access to the population. I changed it so the gender injects all came via intelligence channels because that's how it would transpire in reality.'

Claire observed that as the intelligence staff on TS17 had not received any specific training on GPS or incorporating a gender perspective into their analysis work, they missed almost all the gender injects. This was a valuable lesson as it highlighted the importance of mainstreaming gender considerations into the Joint Intelligence Preparation of the Operational Environment (JIPOE). Since TS17, Claire notes the Air Force has made good progress towards mainstreaming GPS within the Air Force intelligence community:

'The Defence School of Intelligence (Air) now deliver a GPS presentation to capture new recruits⁵. Also, at 460⁶, our targeting squadron, they've started integrating GPS into their internal exercises. Significantly, my unit, 87 Squadron⁷, has just released a Gender in Military Operations Strategy - the first squadron in the Air Force to do this ... we have tied this strategy to our CONOPS to ensure it's not lost.'

The 87 Squadron Strategy was distributed to the wider ADF intelligence community to encourage other ADF intelligence units to develop their own strategies.

Over time, Claire has become a genuine advocate for GPS and remains invested in the space. She



Squadron Leader Claire Pearson conducting planning with the Bor school principal. (2016)



has lectured on GPS at the ADF Peace Operations Training Centre (ADF POTC), written a journal article about GPS by undertaking and continuing to develop her GPS knowledge through postgraduate studies at the Monash University Gender, Peace & Security Centre. Claire intends to deploy again as a GENAD and continue to contribute to broader Defence GPS initiatives.

Claire firmly believes her initial reluctance regarding GPS has helped her engage with other military personnel who may also be dismissive of the mandate:

'... the education piece is getting there ... it has to be presented in language the war-fighters understand and contextualised for each battle. I've targeted people who are considered the real influencers in

the [intelligence] community and I've tried to use our language ... right up front I say, "I'm not here to talk about domestic gender diversity programs, I'm here to talk about combat effects and how we can win the war faster" ... when you bring people in on that, you can start the conversation.'

Endnotes

¹ Kandahar, Afghanistan; Kabul, Afghanistan; Bor, South Sudan; and Middle East Region.

² As the only female in Sector East HQ, Claire was frequently referred to as the 'Lady Officer' by other UN personnel.

³ Colonel Amanda Fielding, also profiled in this book.

⁴ Talisman Sabre is a biennial series of combined Australian and United States (US) training exercises focused on the planning and conduct of 'high-end' warfighting.

⁵ Developed by Wing Commander (WGCDR) Jade Deveney, also profiled in this book.

⁶ 460 Squadron is a Royal Australian Air Force targeting intelligence unit active within the Australian Geospatial-Intelligence Organisation.

⁷ 87 Squadron is the Air Force's Mission Intelligence Squadron.



Major Brian Willsher and Squadron Leader Claire Pearson meeting local children on the road to the UN Camp in Bor, South Sudan. (2016)



The Australian UN contingent based in Bor, South Sudan - Major Brian Willsher (Left), Squadron Leader Claire Pearson (Centre), Colonel John Carey (Right). (2016)



Personnel from the Royal Cambodian Armed Forces take notes during an Australian Defence Force led Gender in Military Operations course as a part of Indo-Pacific Endeavour 2022 in Phnom Penh, Cambodia.



Lieutenant Colonel (LTCOL) Melanie 'Mel' Lenaghan joined the Australian Army in 1995 via the Australian Defence Force Academy (ADFA) at UNSW Canberra. Although she had originally intended joining Air Force (and at one stage, thought she had!), Mel believes that Army was definitely the right Service for her, given her career aspirations. After graduating from the Royal Military College Duntroon as a Transport Corps Officer, Mel was somewhat unimpressed to be posted back to her hometown of Darwin, noting she had joined the ADF to experience more of Australia and the world. The timing of her return to Darwin, however, unexpectedly shaped her Army career from that point forward.

Lieutenant Colonel Melanie Lenaghan

A 180 Degree Turn on Gender Considerations

Mel worked in the Army's Joint Movements Unit in Darwin during the first deployment of ADF personnel to East Timor, under the auspices of International Force East Timor (INTERFET)¹. Having spent a significant amount of time in Timor during a high school exchange, Mel was fluent in both Indonesian and Tetum, which the Army was quick to capitalise on:

'I started training people in basic language skills, both the movers and intelligence battalion, which had just formed. The intelligence battalion then asked me to assist in East Timor, which I was released to do. I became an interpreter and worked in interrogations, psyops [psychological operations] and anywhere else I was needed. That's when the intelligence folks said, "Why don't you transfer to Intelligence Corps?" ... and so I did.'

Mel has since returned to Timor-Leste on three occasions as an Intelligence Officer and feels incredibly proud of her contribution to helping the people of Timor-Leste to forge independence.

Over the years, Mel has worked in many specialist areas of Army Intelligence, including psychological operations, exploitation and counterintelligence. She has undertaken a number of different deployments, but a particular highlight was a 2007 deployment to Iraq², as the Deputy J2³ for the Counter-Improvised Explosive Device (Counter-IED) Task Force in Combined Joint Task Force (CJTF) Troy⁴.

Since qualifying as a GENAD, Mel has retrospectively applied a gender perspective to some of her past roles, including her deployment to Taskforce Troy:

'What I find interesting with the benefit of hindsight, is how we didn't factor gender into our analysis work at all ... when we were examining counter-IED traits and trying to get to the bottom of what was happening and how to stop it, not once did I, or anyone in my unit, or anyone in the task force, ever consider gender. It didn't occur to a single person to think about gender as part of those counter-IED processes, analysis and intelligence collection or even to improve our understanding of the context and causes.'

Since the introduction of GPS to the ADF, Mel believes there has been increased awareness of the need to consider gender through Joint Intelligence Preparation of the Operational Environment (JIPOE) processes. However, practicalities can stand in the way of good intentions.

'Most of the [intelligence] community knows gender is something we should be considering, but realistically, you're working 21-hour days on some deployments just to get the red hat⁵ stuff done so the capacity to add additional layers of gender data collection and analysis isn't always there. That said, Lieutenant Colonel Deb Warren-Smith did an enormous amount of work to get gender considerations into Army's intelligence training and so the next generation of Intelligence Officers should automatically consider



gender as a routine component of data collection and analysis ... it may take a generational shift, but we are heading in the right direction.'

Mel has some empathy with colleagues who may diminish or resist the GPS global agenda as she herself was initially resistant to the concept. She was 'absolutely fuming' when, in 2016, she was 'selected' to be Vice Chief of the Defence Force's (VCDF) GENAD, without ever nominating for the role.

'The Chief of Staff basically said, "You're the only female around who meets the criteria," and I was thinking, "This is nonsense!"'

It was only after Mel, very reluctantly, went to Sweden to undertake the NATO GENAD Course, that she had a career-changing epiphany.

'I think it was Day 1 when I thought, "Oh my God, this is what we're missing. This is why we keep having to go back into the same countries and why international peacekeeping efforts haven't always been effective." It was almost a physical feeling of realisation that this is the piece we've been missing all along.'

Mel also found her improved understanding of GPS helped to solidify some of her own lived experiences as a woman in the ADF and was excited about applying her newfound knowledge to the VCDF GENAD role.

In late 2017, Mel was offered the first ADF GENAD-related deployment to Operation OKRA in Iraq and she jumped at the chance. While Mel was 'officially' deployed as a J5 Planner, one of her primary tasks was to scope the feasibility of establishing a full-time GENAD position within the Headquarters. She certainly achieved this aim, with another five ADF GENADs being deployed into the GENAD position which Mel established.

The deployment was one of the most rewarding and frustrating experiences of Mel's career, particularly as she was the first person to address GPS within the Headquarters:

'Colonel Fielding put a lot of work into getting the GENAD position created and I really wanted to do it justice. However, I arrived to a Headquarters where around half the personnel felt ambivalent regarding the GENAD role, while the other half actively opposed what they thought I was trying to achieve and did their best to impede any progress. It was pretty tough going in the beginning.'

Mel's intelligence training proved extremely useful to her work as a GENAD, particularly in bringing people onboard to GPS. She drew on techniques acquired through her interrogation and psychological operations training and spent time analysing each individual to ascertain the best approach, which worked extremely well:

'By the time I left, I estimate that about 90 percent of the headquarters were on board with GPS ... which was a huge achievement. I felt immense satisfaction from turning around those people who were, initially, the most set against gender as a consideration. But then people post out and new people post in and you have to start the process again. It's this never-ending battle to get everyone on board ...'



Lieutenant Colonel Mel Lenaghan travelling to a WPS engagement while on deployment as a Gender Advisor in Syria'

There are many examples of the operational benefits gained by Mel's work in Iraq. For example, her efforts to improve outcomes for the widows of fallen Iraqi soldiers is addressed in detail in the report *Local Action, Global Impact, Defence Implementation of Gender, Peace and Security 2012 – 2018*⁶. Mel also contributed a gender perspective to operational planning and targeting in Iraq, including efforts to rebuild and restore relations with communities affected by the military destruction of assets.

From an internal Headquarters perspective, Mel felt confident the new GENAD position was positioned for success by the conclusion of her deployment:



'They would know the requirements of the role, they would already be invited to key meetings and they would have information flowing in from the other staff functions within the headquarters and from the troops on the ground ... which should enable them to focus all of their efforts towards doing their job as the Gender Advisor.'

That said, Mel feels that six months was an insufficient period for the deployment, primarily due to the sheer magnitude of the task within that context. She also acknowledges the incredible GPS work being done by agencies and organisations in Iraq and the importance of engaging with other actors working on GPS, who may be in a location for a much longer period and therefore able to deliver longer-term outcomes.

Post deployment, Mel has maintained a strong focus on GPS, including in her position as the Deputy Director – Shaping and Influencing, in Defence's Military Strategic Commitments Division. Her portfolio encompasses shaping and influencing the Southwest Pacific and

Mel successfully advocated to have GPS as one of the primary lines of effort for Defence's work in this region.

'When I suggested that GPS be a line of effort, my boss at the time said, "Brilliant, do it. Let me know how these can be used." There is now direction stating that gender has to be considered through every single activity involving the Southwest Pacific, which is a really important enabler.'

Mel notes many of the societies in Australia's region have a strong culture of family, which should be considered when seeking to build positive relationships with those countries. She cites a recent example of inviting Tongan government officials and their families to a special ceremony onboard an Australian Navy ship:

'After the religious ceremony, there was a special morning tea ceremony, where women were recognised for their roles in Tonga ... I was told some women were very emotional because the recognition made them feel valued ... it was such a small gesture,

but the impact was so positive. It can be as simple as making sure when we have a ship visit, we engage with women from the local communities and ask them about their priorities and understand what life is like for them. Recognising women's contributions is also a wonderful way to build strong relationships in our region.'

Mel undertakes awareness-raising and social media activities in support of Project Didi⁷, a small organisation which seeks to transform the lives of Nepalese women and girls affected by sex trafficking and abuse. The work helps Mel to remain connected to GPS in a real and practical way and she enjoys working with 'amazing men and women' who are similarly motivated to improve the lives of Nepalese women and girls.



Canadian Armed Forces officer Major General Jennie Carignan, Commander of NATO Mission Iraq, greets Australian Army soldiers from Task Group Taji 10 at Camp Taji, Iraq.

Endnotes

- ¹ The International Force East Timor (INTERFET) was an Australia-led multinational non-United Nations peacemaking taskforce which addressed the security and humanitarian crisis in East Timor after the 1999 plebiscite to become an independent country.
- ² Author note: Mel anie received a US Bronze Star for her efforts during this high-risk deployment.
- ³ The J2 is the intelligence function within the Joint Headquarters.
- ⁴ Combined Joint Task Force (CJTF) Troy was the same task force featured in the 2008 war movie, 'The Hurt Locker.'
- ⁵ A term that refers to adversary / enemy focussed intelligence
- ⁶ https://www.defence.gov.au/JCG/Women_Peace_Security/docs/Implementation_GPS_Report.pdf
- ⁷ For more information about Project Didi, visit www.projectdidiaustralia.org/



The Joint Task Force 658 (JTF658) Personnel Capability Officers at RAAF Base Pearce, Western Australia. From the left, Flying Officer Katilyn O'Brien, Squadron Leaders September Clare, Irene Leurs, Nicola Frost, Brett MacDonald and Catherine Plenty, and Flight Lieutenant Kevin Barnes.



Squadron Leader (SQNLDR) Catherine 'Cath' Plenty joined the Air Force in 1991 and was commissioned as a Personnel Capability Officer in 2000, after completing a Bachelor of Arts (majoring in English and Indonesian) at the Australian Defence Force Academy at UNSW Canberra.

Squadron Leader Catherine Plenty

Making Good Operational Sense

Cath's first exposure to UNSCR 1325 and the GPS global agenda was through a 2014 Australian Civil-Military Centre (ACMC) working group addressing the Protection of Civilians (POC), which incorporated elements of GPS. She attended the working group as a representative of the Personnel [J1] Function in Headquarters Air Command (HQAC), in her capacity as Staff Officer Military Administration Capability Development:

'The aim of the working group was to review guidelines on the Protection of Civilians for Defence and the Australian Federal Police. As the day progressed, I remember being struck by the logic and good sense of both the protection and GPS portfolios. At my request, Air Command allowed me to continue working with the ACMC as the HQAC representative for the Defence Implementation Plan and I continued to expand my knowledge through attending meetings and workshops with the ACMC. I also completed additional military courses like the Introduction to Joint Operations and Joint Operations Planning Course.'

At a time when GPS was still a fairly novel concept in Defence, Cath expended much energy 'fighting the good fight' and managing misconceptions about what UNSCR 1325 and related resolutions meant within a military and operational context. Cath notes in 2014 there was a high degree of confusion between GPS and other 'gender agendas', such as equality, quotas, targets and measures to increase women's representation in the ADF. Cath's strongly held conviction that GPS 'made

good operational sense' helped sustain her through the more challenging aspects of the role.

Between January and July 2016, Cath had the opportunity to apply her new knowledge and skillset in a deployed position, as the J53¹ GENAD to Operation Accordion JTF633HQ². She was the third ADF member to assume the dual J53/GENAD role, but the first with specialist training on GPS. As Cath had influenced Air Force's decision to provide personnel for the J53/GENAD rotational position³, it was apposite that apposite that she was selected for the role:

'In 2014 and 2015, I completed extensive training and development work with the ACMC, which included building a solid professional network both inside and outside of Defence. In late 2014, when the J53 GENAD role was being established in JTF633HQ, I was on secondment in HQAC Personnel Operations for the Operation OKRA⁴ stand up. I was part of the review to decide whether Air Force was going to accept this J53 position as a rotational liability. While the J13⁵ at the time was reluctant to accept the liability, I advocated for Air Force to get on board because I knew if we didn't accept the rotation, we'd be left behind. When they were looking for somebody to deploy, I put my hand up ... as I'd been working on GPS for some time, it was a logical choice.'

Cath was excited about going into the role but found the reality of working as a sole operator in a relatively unknown field, with minimal resources and ability to



influence, quite challenging. She found her theoretical appreciation of GPS and excellent pre-deployment training, was insufficient to get the traction she wanted:

'My deployment was in the early days of GPS and the frustrations that come with a lack of understanding were to be expected. I could have chosen a more directive and assertive approach but engagement and relationship building is vital ... it is important to select the appropriate approach to move towards your goal. In theory, you have the time to think about what the best outcome would be, "How would I approach this?" In real life, you have the added complexity of humans and the lived experience. It's difficult to prepare for challenges which occur both inside and outside the wire.'

Although there was minimal guidance for the GENAD aspects of Cath's position, she tried to find ways to value-add by considering, 'How can I create positive GPS effects in this role?' and 'Where are the wins?' and 'How do I make GPS become business as usual?' This systematic approach led to some positive outcomes. One successful initiative was the establishment of a leadership development group, where invited speakers delivered talks or training on different operations. Cath ensured that GPS was one of the topics on the agenda.

Another of Cath's responsibilities was delivering GPS training to personnel coming through the Middle East on operations. She made every effort to ensure the training was appropriately targeted to the audience:

'When I was designing the training products, I was motivated by the view, "How do I sell this to a junior technician turning spanners on an aircraft who probably hasn't even heard of GPS? Why should they care?" This training development work led to an opportunity to deliver GPS training at CTF150⁶ and a



Deployed siblings, Flight Lieutenant Eamon Hamilton and Squadron Leader Catherine Plenty, catch up during operations in the Middle East region.

multinational legal conference held in Bahrain attended by approximately 15 different nations from countries with varying views on GPS. That was a really beneficial experience and a chance to get others engaged in the concept.'

Through engagement and building relationships, Cath was able to enhance the work of the J5 [Planning] function and different operational units, such as Special Forces. When two Australians were kidnapped in Africa

during the period of her deployment, Cath was asked to debrief the personnel involved in the rescue operation about the gender aspects of the mission. The debrief provided some useful insights and lessons learnt which were passed back to HQJOC for its future reference.

Another of Cath's goals was to establish Gender Focal Points (GFP) in all ADF units operating across the Middle East. Unfortunately, this aspiration proved more difficult, due to the lack of support by other personnel. Despite



the challenges, Cath has no regrets about her deployed experience and hopes to undertake another GENAD role in the future:

'My experience was different to what I anticipated. The challenges were difficult, but the big win was the richness of the experience, the lessons I learnt and the knowledge, tools and training I could share. I now view the world through a gender lens unknowingly. When I am thinking about operations, I automatically think, "What is happening culturally?" ... "Who is vulnerable or at risk?", "Where is the power and who has the influence?" From a planning perspective, I think about, "Who are we preparing to engage? What does that engagement need to look like? and Whom will we be engaging with?" I think asking these questions makes me more effective in the planning role.'

As somebody who was involved from the earliest days of the capability, Cath's observation is that the ADF is moving rapidly towards a fully mainstreamed and 'business as usual' approach to GPS. She has no hesitation encouraging other personnel to pursue GENAD positions and hopes the ADF maintains its current progress trajectory:

'I would hate to see the ADF become complacent, or reduce the training, employment opportunities, and cross organisation engagement required for our ADF capability to continue to be effective. We need to keep the momentum going and provide the resources needed to continue the progress. I would highly recommend the GENAD role to anyone with the desire/passion to undertake a role that is an inherently good thing, while also making good sense from an operational perspective.'

Endnotes

- ¹ The J53 is responsible for planning all operations that are likely or certain to occur.
- ² Headquarters Joint Task Force 633's mission is to support the sustainment of ADF operations, enable contingency planning and enhance regional relationships in the Middle East Region.
- ³ A rotational position is when each service (Navy, Army and Air Force) take turns to fill a position.
- ⁴ Operation OKRA is the ADF's contribution to the international effort to combat the Daesh (also known as ISIL) terrorist threat in Iraq and Syria.
- ⁵ The J13 is responsible for coordinating personnel to support operations.
- ⁶ Combined Task Force 150 (CTF-150) is a large multinational task force of Coalition nation warships patrolling the Indian Ocean to counter terrorism and uphold maritime law and order.



Deployed siblings, Squadron Leader Catherine Plenty and Flight Lieutenant Eamon Hamilton, catch up for a quick chat during operations in the Middle East region.



(L-R) Colonel Eamon Lenaghan, Director Military Commitments - Army; Ms Julie McKay, Gender Advisor to the Chief of the Defence Force; Captain Jennifer Wittwer, RAN, Director National Action Plan for Gender, Peace and Security; Superintendent Mike Hawley, of the Australian Federal Police International Deployment Group; and Lieutenant Colonel Darleen Young, Gender Advisor Army Operations, during the 2015 ADF Peace Operations Seminar at the Australian Defence College, Canberra, on 25th March, 2015.



Commander Jennifer Wittwer, CSM, RAN

An Unwaivering Commitment to the Gender, Peace and Security Global Agenda

Jen's initial exposure to GPS was through the 2012 NATO Committee on Gender Perspectives (NCGP), which she attended as the Australian representative.

'...The timing was fortuitous because the Australian National Action Plan [NAP] had just been released, but there was very little knowledge about the NAP within Defence. When I came back, I apprised the Deputy Chief of Navy [DCN] of insights from the conference and wrote an article which was published in the Australian Defence Force Journal in 2013.'

During her post committee briefing with DCN, Jen, inspired by the experiences of international GENADs in Afghanistan and Kosovo, indicated her aspiration to become a GENAD on operations. She voiced her ambition without ever thinking it could eventuate, and was therefore surprised by how quickly her dream became a reality:

'I don't know how the stars aligned, but about a month later, DCN advised me that Australia had won the Gender Advisor position in ISAF² Joint Headquarters and Navy had the first rotation. The position wasn't even advertised, he just said, "You're going. You're the right person for this role."

The short notice meant that Jen didn't have time to undertake the standard NATO GENAD training at the Nordic Centre for Gender in Military Operations in Sweden³. To prepare for the role she undertook NATO and UN online training courses, familiarised herself with relevant resolutions and read as widely as possible. Jen also conducted research into the current situation in Afghanistan and NATO's mandate for the GENAD position.

Jen faced a number of challenges during her time in Afghanistan, but one of the most significant was arriving to a Command structure with minimal knowledge about the GENAD role. There had been a high degree of staff turn-over in the Headquarters and the GENAD position had been vacant for around 12 months. She spent much of her deployment educating personnel within the headquarters about the GENAD role and scope of the function:

'My main achievement was reconstructing a GPS global agenda within the headquarters. I had to start from scratch to ensure commanders considered gender through operational planning and other processes. I also undertook community engagement with female police and army officers through various activities ... so there was the ability to meet

Commander Jennifer (Jen) Wittwer, CSM, RAN has been working in the gender space for over a decade. Her first formal gender related position was as the Navy's first Strategic Women's Advisor from 2011-2012, however, for the past ten years, Jen's focus has been directed towards progressing the UNSCR 1325¹ through a range of different military and civilian roles. She was also the first ADF member deployed to the NATO International Security Assistance Force operation in Afghanistan in 2013.



these women, talk to them and find out what their concerns were.'

Another of Jen's tasks was to ensure all personnel arriving at the Headquarters were familiar with GPS, the work of the Gender Office and had a basic understanding of cultural considerations when interacting with Afghan women. The incoming-briefs to new personnel provided an opportunity for Jen to outline key considerations and answer any questions about GPS and NATO's expectations of the GENAD role:

'After every brief or presentation, I'd get pushback questions like, "Why are we imposing Western style, gender equality on Afghan women?" It could be very frustrating because some people wouldn't even try to understand what it all meant ... one of my biggest challenges was dealing with high levels of ignorance around gender and GPS ... which kind of blew me away.'

On her return to Australia in August 2013, Jen was posted to another challenging role as Defence's inaugural Director of National Action Plan for GPS. This position was created by the Chief of the Defence Force (CDF) as a strategic coordination point for Defence's many responsibilities under the newly released NAP. Jen's most significant achievement in this role was delivering Defence's Implementation Plan which provided direction for progressing actions within the NAP:

'It's great to see how much it has evolved ... there have been impressive moves forward in terms of how advanced we [Defence] are, not only in implementing the NAP, but really grasping the principles of gender, peace and security ... while also contributing high calibre Gender Advisors to international operations.'

Like many of her colleagues working in the GPS field, one of the challenges of Jen's new role was the incorrect perception that her work was directly related to Defence's concurrent cultural reform mandate and internal efforts to increase female representation:

'Peoples' initial reactions were along the lines of, "Why are we giving all of this attention to women? Is this another type of affirmative action?" They didn't understand the role of GPS within the operational space. While actions taken under the Broderick Review do align with the participation pillar of UNSCR 1325, the focus of Australia's first NAP was primarily external ... with some reference to internally advancing women's participation in both the federal police and military.'

Trying to explain these nuances to members of the ADF community proved difficult during the initial period of building the GPS capability. However, Jen feels there has been solid progress as the ADF has trained greater numbers of GENADs and better communicated the difference between GPS and internal reform programs:

'...while there's a better understanding now, there is still a need to 'fight the fight' and explain within a military context, GPS is about operations and capability, not affirmative action. As more and more people become aware, it's getting easier to be a Gender Advisor ... but the early days were pretty tough.'



Jennifer Wittwer, CSM, speaking at the International Women's Day event held at the Australian Defence Force Academy, Canberra.



While still in the NAP role, in 2016 Jen coordinated the ADF's secondment position at UN Women in New York. This was intended as a mechanism for the ADF to contribute to global GPS activities and bring those experiences back to Defence. Jen then undertook the ADF's first rotation into the role. The UN experience was an instructive learning opportunity for Jen, entailing international advising, training and consultation activities pertaining to GPS within the security sector:

'For example, if a Gender Impact Assessment was being done, which was the case in the Ukraine, I was able to provide the kind of technical expertise that the consultant doing the Assessment wouldn't know, because they had never served in a security sector agency. Another example was delivering training to Jordanian Peacekeepers on violence against women in conflict. My position gave UN Women a fresh and different perspective they just didn't have in their staff.'

At the conclusion of her UN secondment in 2018, Jen made the difficult decision to transfer to the Reserves so that she could pursue her civilian career aspirations. She has since continued to apply her GPS knowledge through various consulting engagements to UN organisations and notes there is no shortage of demand for people with a GPS skillset:

'GPS is a growing field ... we are part of a really big global network of countries and organisations working on this. If you don't have people continually advocating, if you don't keep gender at the forefront, it gets forgotten. It's not a 'set and forget' type of reform ... it's something that requires ongoing attention. Australia and Defence must continue to be role models within our region but, more broadly, across the world.'

In addition to publishing several articles and blog pieces on GPS and gender inclusion, Jen has also written a book about her experiences in the ADF, which was published in 2020⁴ and authored a chapter on GPS implementation in the 2019 Oxford Handbook on Gender, Peace and Security.



Jen Wittwer, CSM with Ms Tamar Tavartkiladze, UN Women Jordan and Colonel Maha Nasser, Director of Military Women's Affairs, Major Shayma, Gender Advisor, and other colleagues from the Jordanian Armed Forces, December 2019.

Endnotes

- ¹ United Nations Security Council Resolution 1325 on GPS.
- ² International Security Assistance Force, a NATO-led mission in Afghanistan.
- ³ She completed this course in August 2013.
- ⁴ The book is entitled 'Against the Wind.'



Flight Lieutenant Chloe Lowndes at a school community relations visit, Bengkulu, Indonesia, April 2018.



Flight Lieutenant Chloe Lowndes

Enhancing Pacific Partnerships

After completing her degree in Environmental Science at Griffith University and completing Officer and Specialist Training, Chloe was posted to RAAF Base Williamtown and undertook deployments to Vanuatu and Tonga providing Humanitarian Assistance and Disaster Relief (HADR) and public health support as an Environmental Health Officer. It was difficult catching Chloe for an interview for this profile due to her role as the Environmental Health Liaison Officer to Operation Bushfire Assist 2019/2020, the Australian Defence Force's (ADF) contribution to the catastrophic bushfires that ravaged Australia.

Chloe's first exposure to GPS was through the ADF's first Operational GENAD Course in 2017. The training confirmed Chloe's belief that GPS was closely aligned with her career interest in HADR and disaster mitigation. She was afforded an opportunity to apply her new GENAD knowledge during Exercise Pacific Partnership 2018 (PP18)¹. PP18 had a strong focus on HADR from a health care and disaster mitigation planning perspective, which aligned with Chloe's broader health skillset:

'PP18 was the 13th year of the Exercise and included over 800 military and civilian personnel from the United States, Canada, United Kingdom, Australia, France, South Korea, Peru, Sri Lanka, Malaysia and Japan. The mission was conducted over four primary ports, including: Bengkulu [Indonesia]; Port Kelang [Malaysia]; Trincomalee [Sri Lanka] and Nha Trang [Vietnam]. There were four main lines of effort including medical/health, engineering civil action,

community relations and HADR ... each of these had a GPS dimension, which resulted in an incredibly busy deployment, especially as the sole GENAD.'

Chloe's broad undertaking for the GENAD role was to ensure GPS was considered and included in all PP18 countries and events and to enhance engagement, participation, empowerment and capacity building of women and children in each mission country. From this broad guidance, Chloe conducted a Gender Analysis of the relevant countries and provided further advice to the Exercise Planners who had spent around two weeks in each mission country. She then advised the command/planning staff on potential gender issues and considerations which appeared relevant to the mission:

'Unfortunately, there were no other US trained/specific staff to provide country specific gender analysis ... so it was up to me to examine all mission events prior to engaging with each country and advise how GPS could be further developed in the mission. I found it difficult to overlay these considerations into already-planned events and in hindsight, it would have been beneficial to have GENAD involvement throughout the scoping and planning phases of the mission.'

Despite the challenges, Chloe developed a range of activities designed to enhance GPS outcomes over the course of the Exercise. She delivered two large-scale presentations to approximately 200 personnel aboard the United States Naval Ship Mercy explaining the concept of Gender in Military Operations. She

Flight Lieutenant (FLTLT) Chloe Lowndes joined the Air Force as an Environmental Health Officer by means of an undergraduate program pathway. Her desire to join the Air Force stemmed from an interest in travel, adventure, providing assistance and a desire for every day to offer different experiences and opportunities.



also ensured each country mission supported the involvement of local women and addressed capacity building pertaining to women and children. This primarily involved addressing gender considerations in HADR and ensuring that military-to-military planning (which consisted almost entirely of male planners) purposefully considered the requirements and needs of women and children in different HADR response scenarios.

Chloe also attempted to engage, to every extent possible, in the community relations aspect of the Exercise, which included visiting schools and orphanages, engaging with medical subject matter experts and attempting to educate/foreshadow any issues that may arise to the mission Commander and planning staff:

'The community relations aspects were a highlight from PP18 for me, both personally and professionally. Seeing the impact the community engagement had, especially with women and school children interacting with international military members, seeing positive role modelling of women in uniforms and providing education, recreation and public health is something I was proud to be a part of.'

In terms of outcomes, Chloe considers the practical benefits of her involvement on PP18 was her ability to educate and influence personnel regarding GPS and in providing advice on how gender considerations should be factored into military planning processes; particularly in relation to HADR operations.

'Prior to this mission, very few members had even heard of GPS, the National Action Plan or a Gender Advisor so simply being there and providing formal as well as informal/coincidental education resulted in increasing awareness, which clearly aligns with the

mission outcomes. Another aspect was demonstrating the importance of purposefully engaging women in HADR planning and response, particularly in countries where women may not automatically have a 'seat at the table' during planning discussions.'

A range of different GPS-related activities occurred in the countries involved in PP18. A GPS Symposium took place in Indonesia, which brought together PP18 mission members, including Indonesian military, government and civilian organisations to provide education and information exchange on how women can be included and build their own capacity in HADR. The information provided was correlated and input into the local government and military response plans for the Bengkulu province.

The GPS activities in Sri Lanka were particularly impactful from Chloe's perspective:

'I would consider the presentation and impact I was able to create in Sri Lanka through their HADR symposium the 'biggest win' across the PP18 mission. My presentation to a majority male military planner/responder audience on gender consideration in HADR was basically a call to consider the needs of and how their wives, children and mothers would respond and keep safe in a disaster scenario while they were out planning and responding for the rest of the country. The presentation resulted in many questions, providing content on planning/logistic considerations for their planning doctrine and also writing "gender considered inputs" for the Tabletop and Field Training Exercises which followed the symposium. I was invited to act as a mediator for the Tabletop activity and two female Sri Lankan military members were included in the planning team as a direct result of my inputs to the symposium.'

After such a successful GENAD experience on PP18, Chloe has gone on to complete a UN endorsed Master of Disaster Resilience and Sustainable Development and will continue to thread both her environmental health and GENAD subject matter expert advice into all operational planning and delivery. The remit of both these elements continues to work well together, especially in HADR as the environmental health focus is on hygiene and safety which are instrumental factors that specifically impact women in disaster situations. Even as recently as supporting the Bushfire response across NSW and ACT, gender considerations were involved in the decision making process for the provision of potable water to families with young children and the delivery of gender-specific supplies/aid.



Flight Lieutenant Chloe Lowndes (left), hands out prayer rugs to Indonesians for afternoon prayer during a women's peace and security symposium aboard Military Sealift Command Hospital ship USNS Mercy.



Flight Lieutenant Chloe Lowndes presenting at Sri Lanakan Navy HADR Symposium, Trincomalee, Sri Lanka, May 2018.



Flight Lieutenant Chloe Lowndes working with a female Indonesian translator on board USNS Mercy during the Gender in Military Operations Subject Matter Exchange in Bengkulu, Indonesia, April 2018.

End Notes:

- ¹ Exercise Pacific Partnership is an annual Humanitarian Civic Assistance (HCA) program sponsored by the Commander US Pacific Fleet, which aims to strengthen alliances and promote multilateral security cooperation and multilateral disaster management, with a focus on the South East Asia region.



Captain Jenny Lee

A Civil-Military Approach

'In the late 1990s, a lot of our human rights work involved investigating war crimes ... there was a realisation that not considering gender perspectives in International Human Rights Law had a significant adverse impact for the very people who were seeking justice ... even decades after World War II. UNSCR 1325 provided a helpful starting point for trying to find legal recognition and avenues for survivors of conflict related sexual violence, pending the 2008 release of UNSCR1820 which specifically recognises sexual violence as a war crime.'

It was Jenny's passion for humanitarian work which inspired her to join the Army Reserve as a Signals Officer in 2003, with the dual motivation of serving her country while enhancing her humanitarian capabilities on field operations. To this end, in 2015, Jenny served as the Special Operations Command GENAD during Exercise Talisman Sabre, which afforded her a deeper appreciation of how GPS considerations might be factored into a high-end war fighting context.

Jenny is renowned in the GPS community, both domestically and internationally, from her achievements as the Assistant Director of Concepts at the Australian Civil-Military Centre (ACMC), within ADF's Joint Capabilities Group. Jenny undertook this civilian role from 2016 until mid-2019, while concurrently serving in the Army Reserve. Jenny's predecessor at the ACMC was Ms Amy Sheridan, who is widely considered to be one of Australia's pioneers on GPS, particularly within the civil-military context. Jenny feels very fortunate to have assumed the role at ACMC following Amy's tenure,

noting the significant progress made by ACMC prior to Jenny's arrival.

The ACMC role involves progressing the GPS agenda from a military, policing and civil society perspective, with the Protection of Civilians (POC) also forming part of the portfolio. Jenny believes the practical exposure she received from Army enhanced her credibility at ACMC, where she was required to work collaborate a wide range of different military, police and civil society stakeholders during a period of intense GPS activity.

Through the delivery of workshops, conference sessions and other training, Jenny gained valuable insights into how different agencies, sectors and even individuals conceptualised GPS:



His Excellency Mr Paul Robilliard, Australian Ambassador to the Kingdom of Thailand, presents Captain Jenny Lee with her certificate during the closing ceremony for PIRAP JABIRU.

Captain (CAPT) Jenny Lee is a humanitarian and international GPS expert, who has spent the past two decades working in the field of human rights, in both an Army and civilian capacity. Some of Jenny's earlier civilian humanitarian work pre-dated the release of UNSCR 1325 and as a result, she has seen the positive impact of the GPS global agenda from a range of different perspectives.



• Save Energy!
- minimize use of aircondition.
- switch off lights not in use.
- don't leave your T.V., Computer
on standby.
- minimize the use of cellphone.

• Don't Buy Much!
- don't buy much.
- use reusable
containers.
- recycle
you can
- plant trees

An Australian Government Civil-Military Cooperation team and school teachers from Cogon Central School in Ormoc pose for a group photo during Operation PHILIPPINES ASSIST.



'Everyone had a different understanding of GPS and the four pillars, as well as different priorities, resources and lines of action. Even across the four arms of Defence¹ there were differing priorities and approaches. My role was to facilitate mutual understanding and find the common ground that would enable the various actors to work together. At the end of each workshop, people walked away with an improved understanding of the differing perspectives of other organisations engaged on GPS ... which is a good outcome of any dialogue.'

Navigating the sensitivities associated with competing priorities and divergent ideologies was not without its challenges, particularly where the dialogue involved security sector personnel and humanitarian actors from civil society:

'The militarisation of GPS has always been a source of tension between military and non-military organisations ... very few ADF personnel can articulate GPS in a way that is comfortable for civil society²... but when GPS was addressed in a Security Council Resolution, it became a security issue and security means engaging the military and/or the police. If you ask Defence to address a security issue, they will take the Defence approach.'

Over a three-year period of conducting multiple workshops and training hundreds of Australian and international personnel, Jenny observed that the conversations became more robust, in-depth and honest, which she views as a positive outcome of enhanced understanding and trust. From a long list of achievements, Jenny considers the conceptualisation and delivery of the first Association of South Eastern Nations (ASEAN)-Australia GPS dialogue³ in 2019 to be the most noteworthy:

'Over a casual coffee catch-up, the lead from the Department of the Prime Minister and Cabinet⁴ and I were brainstorming ways to address some of civil society's key concerns ... especially those which could not be incorporated into the next National Action Plan. We came up with the idea of inviting ASEAN to high-level GPS discussions with Australia to pick up some of those issues ... and that was the start of the dream. From there, ACMC developed the concept brief, with an aim to get the different actors: civil society; government; Defence; and police from ASEAN nations together, to have a dialogue on GPS, including progress, shortfalls, challenges and ways of making GPS better in the future. Our government basically said, "Do it," and so we did!'

Another highlight from her tenure at ACMC was advising and assisting different agencies to deliver against their NAP commitments and witnessing the rapid rate of progress:

'It has been a real honour seeing Defence's progress, which is unprecedented anywhere in the world in such a short period of time. I'm not just talking about rhetoric. I'm talking about tangible actions. The leadership was engaged, there were robust debates on what GPS means for the ADF and there were tangible outcomes in a very short period of time.'

While progress in the ADF has been strong to date, like many of her colleagues, Jenny cautions against losing the momentum gained over the past five or so years:

'This is probably the most important time for Australia and the ADF because we were very enthusiastic at the start, but this is when the hard work has to begin ... we've grabbed the low-hanging fruit, but now what? Are we asking the right questions? Have we reflected

on where we went wrong and on how we might improve going forward? We also need to develop strategies addressing how to 'pass the baton' onto the next generation who may be able to bring new ideas and different perspectives. We need to step back, pass on our knowledge and experience and afford others an opportunity to build on that. For completely understandable reasons, some people don't want to let it go, but we need fresh ideas to carry this forward and to sustain the momentum.'

At the time of writing, Jenny is in abeyance from her work as an Army Reserve Signals Officer, to focus on her civilian career as a humanitarian. After leaving the ACMC, Jenny joined ASEAN Coordination Centre for Humanitarian Assistance on Disaster Management (the AHA Centre) as their Senior Military Coordination Specialist. Jenny feels incredibly proud of her significant contribution to building GPS in Australia and irrespective of her future endeavours, will always be considered an integral member of Defence's GPS community.

Endnotes

- ¹ Army, Navy, Air Force and civilian.
- ² Jenny is referring to the military using language which positions GPS as a mechanism for improved understanding of the battlespace and enhanced operational effectiveness, rather than language which focuses on empowering and protecting women and girls.
- ³ The first dialogue commenced in 2019.
- ⁴ Sian Phillips, the then-National Action Plan lead within the Department of Prime Minister and Cabinet.



Captain Nathan Bradney with female staff of the Sector East Headquarters during the Sector East HeForShe day.



The Sector East Command Team take a group photo following the Sector East HeForShe day training.



Sector East staff recite the pledge during the Sector East HeForShe day.



Captain Nathan Bradney coordinates the reciting of the pledge during the Sector East HeForShe day.



Major Nathan Bradney is an Army Intelligence Officer and at the time of our interview, was the Australian Defence Force Counter Violent Extremism Liaison Officer in the United States. He joined the Army in 2007 and graduated from the Royal Military College Duntroon to the Royal Australian Corps of Transport, prior to transferring to the Intelligence Corps.

Major Nathan Bradney

Engaging Men on GPS

It was in his capacity as an Intelligence Officer that Nathan found himself, somewhat unexpectedly, working as a GENAD within the UN Mission in South Sudan (UNMISS):

'I was posted to Canungra¹ when the opportunity arose to deploy to South Sudan, on what the ADF call Operation ASLAN, as a sector intelligence analyst. I took over from Claire Pearson, who had established the GENAD role as a secondary duty at a time when there were no GENADs in any of the other sectors, or even in force headquarters. That was how I fell into the role.'

Nathan notes both the sector Headquarters and Claire herself were keen for the ADF-filled position to retain the GENAD function, so Nathan served two roles as both an Intelligence Officer and GENAD. This technically means, in NATO and UN parlance, that he was more of a Gender Focal Point (GFP) than GENAD, because his Gender, Peace and Security (GPS) work was on a part-time basis. However, as the sole person working on GPS in the Headquarters, his work was more aligned with the GENAD role and all of the additional responsibilities this entailed.

Due to the timing of his deployment, Nathan was unable to undertake formal GENAD training at the Swedish Armed Forces International Centre (SWEDINT), which, at the time, was the only formal GENAD training for military personnel. So in order to prepare, Nathan undertook UN and NATO online gender awareness training courses and read as widely as possible:

'The biggest problem I had when preparing for the role, was that the only literature or guidance I could find about how to be a GENAD was written by females for females to engage with females ... often that advice was not pitched at the type of engagements I would be doing. I figured early on that I would be challenged by the local culture and gender norms if I focused on interactions with women and girls. So I refocused on gender issues within the uniformed force and found a predominantly male audience ... a pivot to male engagement strategies was necessary. I leaned on journal articles and research into topics like masculinity in education and gender in the security services.'

Nathan observes one of his primary challenges was having only minimal guidance regarding the GENAD role and how the position was intended to enhance operational outcomes:

'There was no document or guidance at the force or sector level which described any sort of gender-related policy or strategy about what we were trying to achieve. The best that I had was the strategic-level guidance which is detailed in UNSCR 1325 and related resolutions and guidance regarding what DPKO² envisioned the peacekeeping missions would do in this space ... but there was nothing addressing how we should operationalise the UN's strategic intent for this particular mission. I undertook my own gender analysis and planning activity ... and I used this to write the Sector Gender Strategy as a way of outlining what we were going to do and how we were going to do it.'



Captain Bradney with the principal of Bor School discussing ongoing commitments to the Girls Football Program.

As indicated by other ADF GENADs who have worked in South Sudan, many staff within the Headquarters were sceptical and quite resistant to the work of GENADs. Nathan believes this stemmed from strongly held views in their home countries regarding women's empowerment and participation in society outside the home. To counter this resistance, Nathan used the approved Sector Gender Strategy to mitigate some of the active resistance in some pockets of the Headquarters and to bypass the former approval process for every gender-related activity:

'The strategy was an enabling tool ... I didn't constantly need the Commander or his Deputy to approve things... because the Commander had already given approval for gender to be a line of operation. That meant that a lot of friction points, for example, directing subordinate units to provide specific gender data from patrols ... could just happen under the authority of the [Gender] strategy.'

In addition to developing the Sector Gender Strategy, another one of Nathan's notable achievements was creating momentum around the 'HeForShe' campaign, a UN initiative designed to build solidarity and momentum in relation to gender equity. Nathan felt the campaign's focus on encouraging people of all genders to become positive agents of change was closely aligned with the participation goals of GPS and the broader gender equality mandate.

When he first started promoting the HeForShe campaign, Nathan had only been deployed for a month and the sector Headquarters were still reluctant to embrace the notion of the GENAD position and were grappling with how to best progress the GPS Mandate:

'I tried to use the HeForShe campaign as a platform to run training days at both unit and Headquarters level ... I also ran a couple of awareness events, I did a radio Interview ... but the big one [achievement] was getting personnel from each military and police unit, around 150 people on parade with the Sector Commander out front ... and I recorded him, in front of representatives from the entire sector, giving a pledge for gender equality, which we disseminated on YouTube.'

Post deployment, Nathan has maintained an active presence within the GENAD community, including participating as a panellist on the ADF's Operational GENAD course. Nathan was able to offer some helpful perspectives and advice, particularly to other men working in the GPS field as GENADs or Gender Focal Points.

He acknowledges that his gender created both opportunities and challenges in the UNMISS role:

'Before I built relationships with people, almost all the women I engaged with were resistant to the idea of a male GENAD, to the point of being openly offended. The hardest and most sceptical audience were Western nation women in uniform ... I found some female allies early on, such as the HIV/AIDS and Protection of Children Officers and later the Force GENAD ... we helped each other by supporting each other's activities, allowing us to better engage a multi-gendered audience. Along with strong resistance from women, men were flabbergasted and resistant that I could somehow represent 'women's' issues. Ironically, I spent most of my time engaging men about male issues and in many ways my gender helped me to engage with my audience.'



Captain Bradney with children from BOR Elementary school.

Endnotes

- ¹ The location of the Defence Force's School of Intelligence in Queensland.
- ² Department of Peace Keeping Operations, which is located in UN Headquarters.



Epilogue

Captain Jennifer Macklin, CSC, RAN

GPS in Defence – the Next Chapter

History never repeats itself, but it does often rhyme – so wrote Mark Twain – and the current conflict in the Ukraine is a brutal reminder of the devastating impact of conflict on women and children. Predicted to become the largest humanitarian emergency in Europe since World War II, women and girls bear the brunt of the conflict through displacement, food insecurity, diminished economic opportunity, sexual and physical violence, exploitation and abuse, a lack of medical and maternal health care and the destruction of schools. Despite this, women remain largely excluded from formal decision-making processes related to humanitarian efforts, peace-making and other areas directly impacting their lives.

It would be easy to replace the country Ukraine, with Iraq, Afghanistan, South Sudan or any number of conflicts or disaster zones discussed in this book. As Gender Advisors, we know that

war, conflict, displacement, disaster, disease and illness are inherently gendered, with women and girls disproportionality impacted and disadvantaged at all stages of a crisis and often for many years later. We understand that gender dynamics and inequalities impact communities, governments, societies and economies in an interconnected and compounding way. So the purpose of this book is to share our experience and knowledge of gender in military operations and international engagement and to send a clear message: wherever Defence operates, we must ensure a gender perspective is applied. This will result in nuanced interventions which ‘do no harm’ and do all we can to mitigate the negative impacts on conflict and disaster on the population.

An increasingly fraught global geopolitical landscape and the ever changing nature of warfare, requires an enhanced understanding



Captain Macklin, CSC, RAN – Director, Gender Peace and Security, mentoring Gender Advisors of the future, Lieutenant Karen Dwyer and Squadron Leader Amanda Gosling.



of the complex power dynamics within communities, societal gender structures and the after effects of military and government interventions. In this regard, Gender, Peace and Security has emerged as a powerful input into intelligence gathering, operational planning and as a 'soft-power' tool for international engagement. The tools

of our Gender Advisors, comprising sophisticated skills in gender analysis, strategic communication, influencing and engagement, continues to enhance Defence (and whole of government) outcomes throughout regional, international and domestic operations.

Given these complex times and the nature of the environments in which Australia operates, Defence must continually grow and develop gender expertise to deliver on Australia's strategic imperatives. This means enhancing the GPS capability through ongoing education and training, doctrine and policy development,



Captain Macklin, CSC, RAN – Director Gender Peace and Security, delivering a speech for the 20th Anniversary of UNSCR 1325 on Women, Peace and Security (Canberra).



Captain Jennifer Macklin, CSC, RAN, presenting the Australian Federal Police pre-deployment training, 2021.



Gender Advisor input on exercises and deployments, international engagement and collaborating with key partners to build strong regional and international networks. We must also ensure we measure our impact and effectiveness through reporting and lessons learnt.

Australia's strategic focus on improving the outcomes for women and girls, as outlined in UN global commitments, White Papers and National Action Plans has driven the development and growth of Defence's GPS capability over recent years. Hence, the GPS Directorate is ideally placed to ensure Defence integrates a gender perspective across the breadth and complexity of Defence. The GPS vision is ***to be an exemplar in the operationalisation of the global women peace and security agenda***. Delivering on this vision and supporting Australia's strategic commitments will require ongoing commitment and the specialist resources required to maintain a small, but highly agile and effective network of GENADs and GFPs.

Australian Gender Advisors are part of a growing global community of practitioners and specialists who seek to positively contribute to the global gender equality agenda. These international networks provide opportunities to share lessons, leverage best-practice and enhance the growing body of knowledge on how GPS contributes to operational outcomes and ultimately, national and international priorities. We will continue to work in partnership with allies and partners, non-government and government organisations and stakeholders to progress the global Women, Peace and Security agenda.

It is with enormous pride that I reflect on the many experiences captured in this compendium of Gender Advisor and Focal Point profiles. To date, the significant contribution made by this small cohort of specialist staff

has been largely unrecognised – possibly due to the newness of the capability and the degree to which the role remains misunderstood.

This book seeks to remedy this oversight by highlighting the important contribution of Australian Gender Advisors over recent years. Each unique story clearly demonstrates the degree to which Gender Advisors have enhanced operational and engagement outcomes across a wide spectrum of Defence activity; regionally, internationally and domestically. The Gender Advisor's unusual combination of skills, deep understanding of gender constructs, enhanced access to non-traditional community stakeholders and ability to engage and influence have been pivotal to their success. It is a difficult role and I admire the tenacity and commitment of each contributor to this book.

In 2020, a new identity was developed for the nascent Gender, Peace and Security Directorate to educate Defence about our vision. The GPS crest features the Latin phrase '*utraque unnum*', which means 'stronger together'. It is only through gender bilateralism – men and women working and walking this path together – that we can effectively reduce harmful gender norms and improve outcomes for men, women, boys and girls in fragile, disaster affected and conflict settings.

I hope that in future years, when we publish a second compendium of Australian Gender Advisor profiles, the stories will reflect a growing number of men embracing Gender Advisor roles. We need to be 'stronger together' and stand 'shoulder to shoulder' during these times of change and turbulence.

Gender inequality remains the greatest moral challenge of the 21st century. Our work in Defence on institutional gender mainstreaming, integrating a gender perspective

in military operations and international engagement is critical to addressing this challenge – both through our own capability enhancement and by making a positive difference to the communities we interact with and operate in.

We are at the end of the beginning of the GPS story in Defence. The pioneering work of those who established the GPS capability under the first NAP on WPS and the contributions of those in this book, are worthy of recognition. Their courage, advocacy and leadership, has established a strong foundation for taking the Gender, Peace and Security Mandate forward over the next decade.



Glossary of Terms and Acronyms

ACMC. Australian Civil-Military Centre.

ADF. Australian Defence Force.

CDF. The Chief of the (Australian) Defence Force.

Conflict-related sexual violence (CRSV). CRSV is sexual violence within a conflict or post-conflict context. CRSV differs from normal violence as it is utilised as a deliberate tactic and weapon of war.

DFAT. Australia's Department of Foreign Affairs and Trade.

Gender. Gender refers to the socially constructed roles ascribed to women and men, and relationships between and among them, as opposed to biological and physical characteristics. Gender roles vary according to socio-economic, political, and cultural contexts.

Gender Advisor (GENAD). A GENAD is the technical specialist responsible for advising the senior commander and staff on implementing a gender perspective into the planning, execution, and assessment processes of operations. The GENAD role is usually undertaken on a full-time basis by trained specialists, and may be situated in strategic, operational and tactical level headquarters.

Gender analysis. A gender analysis entails systematically gathering and analysing sex and age-disaggregated information/data about a population, in relation to a specific operational context.

Gender-based violence (GBV). Violence that is directed against a person on the basis of their gender or sex.

Gender Focal Point (GFP). GFPs are personnel who are responsible for integrating a gender perspective into their core function/element as a secondary duty.

Gender in Military Operations (GiMO). GiMO as a term that encompasses how gender considerations are factored throughout all phases of military operations.

Gender mainstreaming. Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels.

GPS. Gender, Peace and Security (GPS) is the term used to describe the Australian Defence Force's commitment to the global Women, Peace and Security mandate. While Women, Peace and Security is the term used by the United Nations and other countries internationally to describe this mandate, the ADF language acknowledges that women, girls, men and boys are all affected differently in conflict, instability and disaster because of their gender roles.

Gender perspective. A gender perspective examines the impact of gender on people's opportunities, social roles and interactions. Including a 'gender perspective' requires an understanding that women and men have different experiences, needs and interests.

JOC. The role of Joint Operational Command is to plan, control and conduct operations, activities and actions as directed to meet Australia's Strategic Objectives.

NAP. National Action Plans on Women, Peace and Security outline key priorities and how each country implements and assesses their progress on the requirements of UNSCR 1325.

NATO. North Atlantic Treaty Organization.

POTC. The ADF's Peace Operations Training Centre.

RAAF. Royal Australian Air Force

RAN. Royal Australian Navy.

UNSCR 1325. United Nations Security Council Resolution 1325 was unanimously adopted by all United Nations Member States in October 2000. The resolution formally addresses the significant and disproportionate impact of armed conflict on women and girls, and the important contribution that women make to conflict prevention, resolution and the sustainment of enduring peace. UNSCR 1325 stresses the criticality of women's meaningful leadership and participation as active agents of peace and security.

WPS. 'Women, Peace and Security' is widely used to describe the global agenda relating to UNSCR 1325+. GiMO is inclusive of the WPS agenda but contextualised for military operations.





