



A GUIDE — IMPLEMENTING GENDER PERSPECTIVE IN MILITARY EXERCISES

Nordic Centre for Gender in Military Operations (NCGM)

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The Nordic Centre for Gender in Military Operations is an international military centre established in 2012 under the umbrella of the Nordic Defence Cooperation (NORDEFCO). Later on, the Netherlands (2015) and Canada (2017) joined the cooperation. In 2023 Australia became the most recent participating nation. NCGM's work and activities are structured around its three roles: Education and Training Facility, NATO Department Head for the Gender in Military Operations Discipline and Expert Centre.

More information about NCGM can be found on the website www.mil.se/ncgm and social media.

LinkedIn: <https://www.linkedin.com/company/nordic-centre-for-gender-in-military-operations>

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Foreword

NCGM has three roles: NATO Department Head for the Gender in Military Operations (GMO) discipline, NATO accredited Education and Training Facility, and Expert Centre on Gender and Women, Peace and Security (WPS). NCGM's work includes concept and discipline development of identified solutions based on Lessons Learned (LL) and Best Practices (BP) leading to and providing effective operational contributions. This guide includes integrating gender perspective in the planning, execution, and evaluation of military exercises that prepare personnel for military missions, operations and activities.

As the leading international centre on gender in military operations, NCGM aims enables actors to apply a gender perspective in every identified situation, thereby increasing operational effectiveness, and security to women, men, girls and boys.

A gender perspective in military operations means recognizing and responding to the different security needs, roles, and contributions of women, men, boys and girls. It is about recognizing that men and women often experience conflict, security, and military presence in different ways due to their social roles, responsibilities, vulnerabilities, and access to resources.

A gender perspective can affect and enhance all functional areas at all levels in all stages of military exercises. Therefore, it is essential to consider a gender perspective at every stage of the NATO exercise process.

This guide explains how commanders, exercise planners, trainers, evaluators and Subject Matter Experts (SMEs) in the 'Gender Advisory, Support and Analysis Function' can work to integrate gender perspective in military exercises.

This guide is applicable to all military exercises at all levels: Strategic, Operational and Tactical. Additionally, it can serve as a guide for both large multi-national and national joint exercises, as well as in small training events (e.g. battalion size).

To ensure optimal integration of gender perspective in the military exercises, the inclusion of Gender Advisors (GENADs) and Gender Focal Points (GFPs), are required in all the stages of the exercise process.

While the GENAD advises the leadership and supports other involved actors in the different stages of the exercise with i.e. gender analysis or relevant storylines or injects, the GFP network operates as a collective of other functional experts (with added basic GMO training) to assist in recognizing and integrating gender perspective within their area of expertise.

In this first NCGM Exercise Guide (2021) revision, we have updated and enhanced the knowledge and successes of integrating gender perspective in military exercises. If you have any inputs on how this guide supported you, or how we can improve it, we appreciate your feedback to NCGM's functional inbox: NCGM@mil.se.

Commandant NCGM

Lt. Col. Olov Kesselmark

Kungsängen, Sweden October 2025

STRUCTURE

This tool is divided in the following sections:

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Reader

The document is structured into six distinct sections, allowing users to easily identify and focus on the content that is most pertinent to their needs.

This guide is designed as a practical tool rather than a comprehensive document, intended for both military and civilian personnel to utilize when incorporating gender perspective in NATO (and national) exercises. Each section is standalone and can be extracted and applied as needed.

It is important to note that this guide focuses specifically on the integration of gender perspective within the four stages of the NATO Exercise Process (EP), from Initiation and Specification through Planning to Conduct, without delving into the EP details itself.

In instances where detailed insights are required, this guide defers to related Bi-Strategic Command Directives or Allied Command Operations Directives¹ for the most current information, providing references or linking to these directives as necessary.

¹ Primarily based on the Official NATO Terminology Database (NATOTerm) and the Bi Strategic Command (Bi-SC) Directive 075-003 Collective Training and Exercise Directive (2023)

Introduction

This section provides an overview of the background and reasons for developing this guide. It explains the goals and purpose of the guide, as well as how it is intended to be used.

Annex A NATO Exercise Process

This section summarizes the EP, that is divided into four stages (Initiation, Specification, Planning, and Conduct) and the Exercise Feedback section. Each stage explains the purpose, key tasks, and major deliverables when applicable.

Annex B Integrating gender perspective in the NATO Exercise Process

This section provides a brief description of each step of the EP where the Subject Matter Experts (SMEs) in the 'Gender Advisory, Support and Analysis Function' is involved, along with practical guidance for incorporating SME input at each stage.

At the bottom of each page, an example is provided to illustrate how this step might be implemented in practice.

Annex C Gender perspective in the five areas of operations: good examples

This section contains a few specific examples of how a gender perspective is applicable across different areas, what the impact is and what the effects are.

Annex D Considerations for NATO Exercise Evaluation

This section offers guidance to support evaluating activities during the Stage 3 of the exercise.

Annex E Abbreviations, Acronyms, Terms and Definitions

This section lays out the abbreviations, acronyms, terms and definitions used in this guide.



INTRODUCTION

Since 2007², NATO has made significant strides in implementing the WPS agenda³ into its core activities, reinforcing its commitment through policies and strategic directives⁴. Spearheaded by the North Atlantic Council (NAC), this commitment is apparent in the formation and continuous endorsement of NATO's WPS Policy.

The 2024 NATO Policy on WPS underscores the organisation's resolve to incorporate gender perspective comprehensively. This integration is evident in various military activities, including the development of education, training, exercises, and evaluation (ETEE) curricula. By weaving perspective into doctrine, conflict analysis, mission planning, and operational execution, NATO aims to cultivate an inclusive environment that acknowledges the critical role of women in peace and security.⁵

The Bi-SCD 040-001 Integrating Gender Perspective into the NATO Command Structure (NCS) further solidifies this approach, offering concrete guidance on how to effectively integrate gender perspective across all levels of NATO operations. Complementary directives and guidelines provide practical frameworks to support these initiatives, ensuring that gender considerations are fundamental aspects of NATO's strategic framework.

This comprehensive adoption not only advances the WPS agenda but also enhances the overall effectiveness and responsiveness of NATO missions and operations. Through these efforts, NATO seeks to promote a secure environment that recognizes and utilizes the full potential of all individuals, contributing to lasting peace and stability.

Identified through a Memorandum of Understanding, NCGM holds the crucial role of Department Head (DH) for the GMO Discipline within NATO. NCGM is an essential partner supporting the efforts of NATO operationalizing the WPS agenda into and across military exercises, operations and related activities.

NCGM support strengthens operational effectiveness by embedding gender perspectives, ensuring recognition of diverse dynamics, and preparing personnel for complex environments. Incorporating the GMO dimension enhances scenario realism, reflecting the interconnection between civilian populations and military operations in the engagement space where civil actors are present (and to promote inclusion of women's organizations as relevant).

Background

In 2021, NCGM published an Exercise Guide on integrating gender perspective into military exercises. This guide was the result of extensive experimentation, expert meetings, and collaboration with personnel in the Allied Command Transformation (ACT) subordinate

Commands of the Joint Warfare Centre (JWC) and the Joint Force Training Centre (JFTC).

Primarily targeting GENADs, GFPs and exercise planners working in the field, the guide as then, and now, offers valuable insights for those working alongside these entities, such as operations planners, exercise evaluators, and mentors.

² First NATO Policy on Women, Peace and Security (2007)
³ UNSCR 1325 (2000); UNSCR 1820 (2008); UNSCR 1888 (2009); UNSCR 1889 (2009); UNSCR 1960 (2010); UNSCR 2106 (2013); UNSCR 2122 (2013); UNSCR 2242 (2015); UNSCR 2467 (2019); UNSCR 2493 (2019)
⁴ AJP-01 (2022); ACO Directive 040-016 (2023); and ACO Gender Functional Planning Guide (2015)
⁵ NATO WPS Policy (2024) para 15

To ensure continued relevance and alignment with NATO's evolving frameworks, a review of the Exercise Guide was initiated in 2024. This review considered the new Bi-Strategic Command Directive 075-003 (2023), as well as updates to NATO policies on WPS and the integration of gender perspective across all activities.⁶

Aim and purpose

The guide's primary aim is to support SMEs in the 'Gender Advisory, Support and Analysis function'. However, the contents can also be a valuable resource for evaluators and exercise planners seeking to implement the GMO throughout all four stages of the EP.

Additionally, the guide can be effectively utilized for national-level or multi-national exercises, whether conducted within NATO or non-NATO contexts.

The primary purpose of this guide is to address and mitigate the gap between NATO's formal commitments and practical implementation. It is aligned with the framework established by the military guidance for the integration of the NATO Policy on WPS in military missions, operations, and activities⁷, ensuring a coherent and consistent approach across NATO's military activities.

⁶ Gender in Military Operations Discipline Alignment Plan (DAP) 2025
⁷ MCM-0197-2024
⁸ This includes Bi-SCD 075-009 (2024), which recognizes the added value and provides direction on the inclusion of IOs/NGOs/GOs involvement in NATO exercises
⁹ Multi-Domain Operations (MDO) concept and AJP-01(F)

Successfully integrating gender perspective and implementing WPS in NATO exercises require gender responsive leadership, teamwork and active engagement from a diverse range of stakeholders⁸ throughout all stages of exercise planning.

Applicability

The guide is applicable across the strategic, operational, and tactical levels, encompassing the full spectrum of NATO's operations and activities within the domains of Maritime, Land, Air, Space, and Cyberspace⁹. It operates on the premise that the integration of gender perspective in exercise planning will enhance understanding of the Engagement Space, thereby contributing to more effective, resilient and inclusive military operations.

The guide is applicable in the context of Crisis Response Planning (CRP)², Deployment Exercise (DEPLOYEX) and Employment Exercise (EMPLOYEX) ensuring that gender perspective is integrated across different types of military training scenarios and solutions.



ANNEX A - NATO EXERCISE PROCESS¹⁰

The quality and effectiveness of Collective Training and Exercises (CT&E) activities are achieved through a robust EP, which structures both the preparation and execution phases of exercises. This process comprises four stages: Initiation (Stage 0), Specification (Stage 1), Planning (Stage 2), and Conduct (Stage 3). The EP is closely integrated with feedback mechanisms such as training reviews, assessments, evaluations, and capability development, ensuring continuous improvement and alignment with strategic objectives.

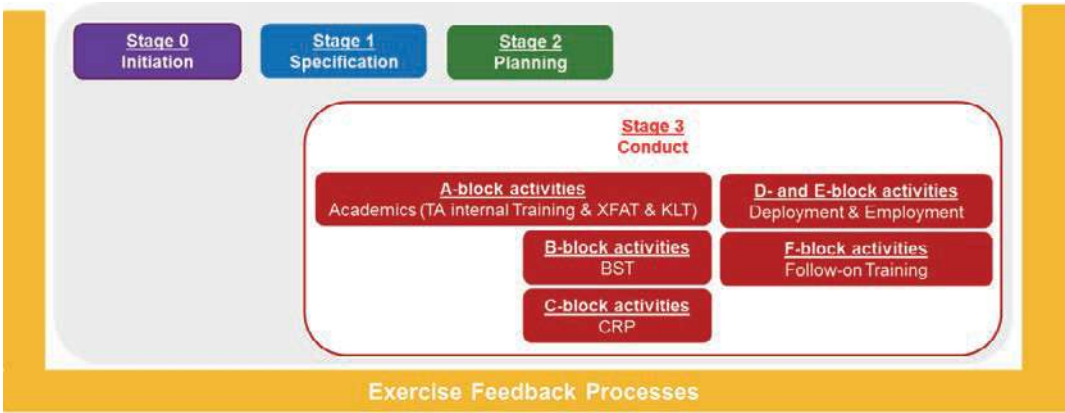


Fig 1: Exercise Process Stage 3 (Conduct) and linked training blocks¹⁰

Aim

This chapter provides a brief overview of each stage of the EP, highlighting the purpose, major deliverables, and responsible personnel. The three preparatory stages (0 to 2) progressively refine and confirm the exercise's objectives, resources, and responsibilities. Each stage builds upon and consolidates the outputs of the previous one, with the final stage (Stage 3) executing and implementing the exercise based on this foundation.

Exercise Process Stage 0 - Initiation

Purpose: To confirm key responsibilities, establish the exercise's maximum level of ambition, and define the resources available within the framework of the multi-year programme.

Major deliverable: The Exercise Initiation (EXINT) and Officer Scheduling the Exercise (OSE) guidance serve to formalize the initial

planning phase. The EXINT confirms the overall requirements, exercise aims (EAs), exercise parameters, and major milestones. It also includes draft exercise objectives (EOs), laying the foundation for subsequent planning and development.

Exercise Process Stage 1 - Specification

Purpose: The Exercise Specification (EXSPEC) details exercise responsibilities, ambitions, and resources, forming the first binding document among key stakeholders.

Major deliverable: The EXSPEC amplifies the EXINT by specifying the exercise ambitions, training progression, resources, and responsibilities in detail.

Exercise Process Stage 2 - Planning

Purpose: The venue for planning the delivery of the CT&E activities scheduled for Stage 3.

¹⁰ NATO Bi-Strategic Command Directive Collective Training and Exercises 075-003 (2023)

Major deliverable: The Exercise Plan (EXPLAN) elaborates on the EXSPEC and provides detailed guidance for the conduct of the exercise.

Exercise Process Stage 3 - Conduct

Purpose: It covers the conduct by the Exercise Control (EXCON) organization and reporting by the Officer Conducting the Exercise (OCE) of these CT&E activities scheduled in the training progression.

Major deliverable: The Exercise Report (EXREP) and the Exercise Order are key components. The EXREP evaluates the extent to which the exercise ambitions (EAs, EOs, TOs) were met and assesses whether resources were used efficiently and effectively.

Exercise Feedback Processes

Aim: In peace time, exercises constitute the primary venues to collect, analyse, report, and exploit tangible findings related to force preparation, force readiness, internal organization, and the integration of current and future capabilities.

Purpose: to provide details of the four usual exercise feedback processes: Training, Internal Assessment (IA), Evaluation, and Capability Integration (CI).



ANNEX B - INTEGRATING GENDER PERSPECTIVE IN THE NATO EXERCISE PROCESS

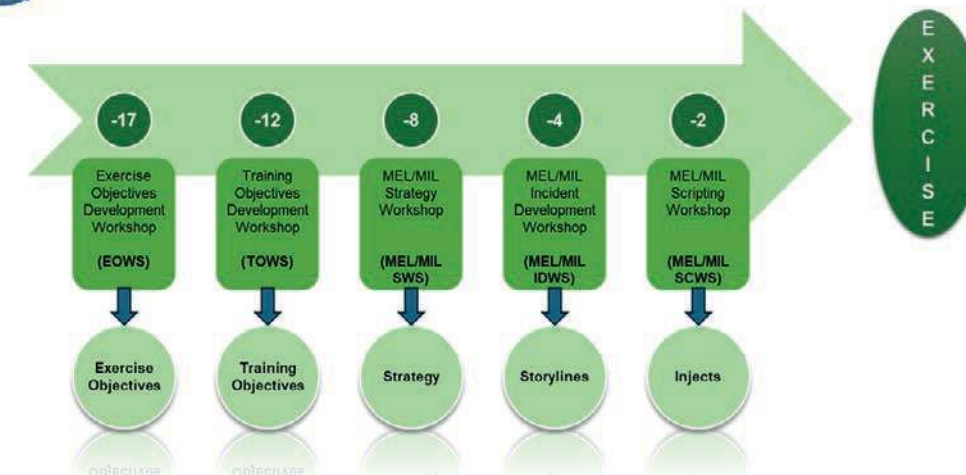


Fig 2: Critical steps for integrating gender perspective in military exercises

The figure above illustrates the five steps in the EP¹¹ that are critical for integrating gender perspective in military exercises. Each step should involve input from SMEs in the 'Gender Advisory, Support and Analysis function' or the planner to ensure that gender perspective is integrated into the process as effectively and efficiently as possible. Furthermore, as part of the NATO EP methodology - assumptions during EP may need to be made.

Generally, integrating gender perspective in planning will support more-informed decision-making process. Gender-related assumptions could lead to inaccurate decisions with secondary consequences.

The number in the figure (e.g. '-17') refers to the approximately number of months prior to the execution of the exercise. The row in the middle of the figure (e.g. 'MEL/MIL SCWS') refers to the event. The row in the bottom of the figure (e.g. 'Injects') refers to the deliverables.

Without incorporating gender considerations from the beginning of the process, it will be challenging to implement and embed perspective throughout the process in a meaningful way.

If gender considerations are not integrated from the outset, efforts to add them later risk being superficial, fragmented, or tokenistic. Early integration ensures that gender perspectives shape objectives, resources, and decision-making, thereby enhancing operational effectiveness, legitimacy, and sustainability of NATO missions.

The upcoming sections provide a description of each event depicted in the figure above, along with practical guidance for incorporating gender perspective at each step.

At the bottom of each page, an illustration provides an example of how this step might be implemented in practice.

¹¹ See Annex A for the full Exercise Process (EP) explanation

Exercise Objectives Development Workshop



Fig 3: Step 1 - Exercise Objectives Development Workshop

The purpose of the Exercise Objectives Development Workshop (EOWS) is to create Exercise Objectives (EOs) that outline the extent to which the TA is engaged in the Main Capability Area (MCA). An EO helps to concentrate the preparation, execution, and analysis of the exercise, ensuring that specific operational requirements are fulfilled within the available resources.

The OSE establishes the EO, in alignment with the overarching strategic and operational vision, goals, and intent for the exercise.

The key output of the EOWS are EOs, which detail the extent to which the TA is engaged in the MCA¹².

Therefore, considerations for SMEs in the 'Gender Advisory, Support and Analysis function' could include:

- Inclusion of GMO-related components in accordance with HQ and TA HQ guidance.
- Establishing a shared understanding of the implications arising from the received gender-related guidance.
- Gender-related assumptions could lead to inaccurate decisions with secondary consequences.

By achieving this objective, NATO aims to improve operational effectiveness, promote equality, and ensure that all personnel are equipped to address GMO-related challenges in complex environments.

To enhance the effectiveness and inclusivity of NATO operations by integrating gender perspective into all phases of the exercise, ensuring that both men and women roles, needs, and contributions are recognized and addressed.

Key elements:

- Awareness and Training
- Scenario Development
- Assessment and Evaluation
- Engagement with Local Population
- Consideration of IDPs, refugees and minorities
- Post-Exercise Review

¹²IDPs, refugees and minorities: they are suggested within the EO6 template for 'protect' within Bi-SCD 075-003

Training Objectives Development Workshop



Fig 4: Step 2 - Training Objectives Development Workshop

The purpose of the Training Objectives Development Workshop (TOWS) is to establish Training Objectives (TOs) – defined as "a desired goal" – that are articulated in terms of the TA's performance under specific conditions related to a defined standard.

These objectives outline the degree to which the TA will be challenged in each task to be executed within the available resources and in accordance with established NATO standards.

The key output of the workshop is the formulated TOs proposed by the TA, in an active way. These TOs are initially released as

a draft in the OCE Guidance and subsequently finalized through EXPLAN.

When the evaluation criteria and TOs are aligned, this development also enhances evaluation opportunities. If necessary, the TOs will be further refined during the Main Event List / Main Incident List (MEL/MIL) Strategy Workshop (SWS).

TO JFC#08

"Exercise gender perspective in military operations to challenge the Commander on matters relating to the civil and human environments, liaising with (non-)government agencies, assessing the effects of civilian population on military operations and the effects of military operations on civilian population."

Consider NATO's AJP-01 doctrine and in accordance with the NATO Policy on Women, Peace and Security (2024), NATO Policy and Military Guidance on Preventing and Responding to Conflict-Related Sexual Violence (2021), and NATO Policy on Preventing and Responding to Sexual Exploitation and Abuse (2029):

1. Women, Peace and Security (with strategic objectives of gender-responsive leadership & accountability, participation, protection and prevention)
2. Conflict-Related Sexual Violence (CRSV)
3. Sexual Exploitation and Abuse (SEA)

MEL/MIL Strategy Workshop

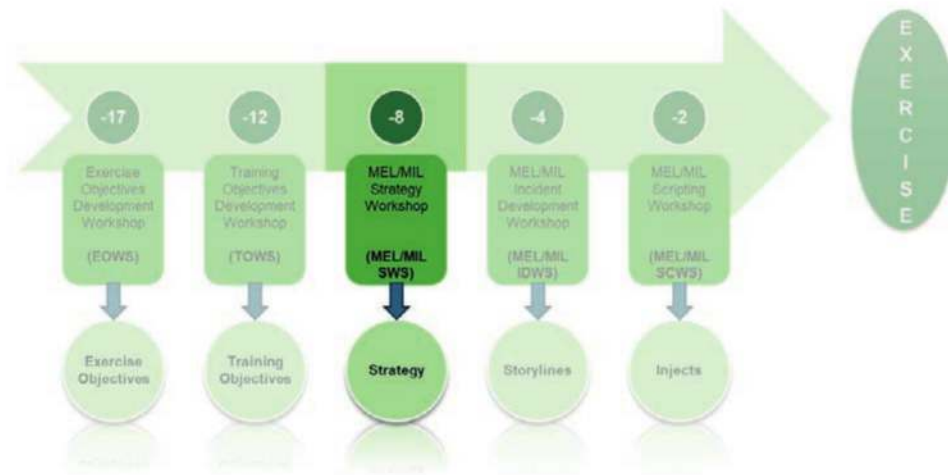


Fig 5: Step 3 - MEL/MIL Strategy Workshop

The purpose of the MEL/MIL Strategy Workshop (SWS) is to reach an agreement with the key exercise stakeholders on the primary themes of the exercise content while also identifying any limitations and constraints faced by these stakeholders.

This workshop serves as a platform to review and further address the strategic and operational challenges that were agreed upon at the Commanders' level during Stage 0.

The main outcome is a set of agreed-upon Operational Dilemmas (OD) and themes that will serve as the foundation for all exercise content. These elements will be organized into Events to establish the initial Event Structure, thereby creating the necessary conditions for

the development of the Event List and Incident List and ensuring successful execution during Exercise Execution. Some of the key outputs of the MEL/MIL SWS are:

- A common understanding of the latest status of Officer Conducting the Exercise (OCE) intent, TOs and scenario development.
- Progress of Commanders' challenges in scenario setting, EOs and TOs.
- Identify need for SME's, functional area expertise and any additional external personnel support required of the MEL/MIL Incident Development Workshop (IDWS) and MEL/MIL Scripting Workshop (SCWS).

TO JFC#08 / Agreed on TO related to Gender in Military Operations

"Exercise gender perspective in military operations to challenge the Commander on matters relating to the civil and human environments, liaising with (non-)government agencies, assessing the effects of civilian population on military operations and the effects of military operations on civilian population."

Consider NATO's AJP-01 doctrine and in accordance with the NATO Policy on Women, Peace and Security (2024), NATO Policy and Military Guidance on Preventing and Responding to Conflict-Related Sexual Violence (2021), and NATO Policy on Preventing and Responding to Sexual Exploitation and Abuse (2029):

1. Women, Peace and Security (with strategic objectives of gender-responsive leadership & accountability, participation, protection and prevention)
2. Conflict-Related Sexual Violence (CRSV)
3. Sexual Exploitation and Abuse (SEA)

MEL/MIL Incident Development Workshop



Fig 6: Step 4 - MEL/MIL Incident Development Workshop

The MEL/MIL IDWS is a critical step in the NATO exercise process that focuses on creating realistic and relevant incidents and storylines for training exercises.

The aim of this workshop is to utilize the verified Operational Dilemmas (OD) and the Concept of Operations (CONOPS) from the Crisis Response Planning (CRP) to create storylines and incidents that are relevant to the training audience (TA), support all primary training objectives (PTO) and supporting tasks (ST), and align with the command post exercise design (CPX design).

Participants, including subject matter experts and planners, collaborate to brainstorm and

refine potential incidents that will challenge the training audience and enhance their operational readiness.

Each incident and storyline is linked to specific PTOs, ensuring that the exercise effectively meets its educational goals.

The incidents and storylines developed during the workshop may undergo further refinement based on feedback from other stakeholders during the MEL/MIL SCWS.

Description

Exercise gender perspective in military operations to challenge the Commander on matters relating to the civil and human environments, liaising with (non-)government agencies, assessing the effects of civilian population on military operations and the effects of military operations on civilian population.

Key injects

1. Local women's organisations challenge the mission's commitment to inclusion and gender-responsive leadership after reports of insecurity and exclusion.
2. Allegations of CRSV by armed groups in the mission area trigger coordination between NATO, HS, and humanitarian partners.
3. Allegations of SEA emerge during rotation; local and international actors demand accountability and transparency.

MEL/MIL Scripting Workshop

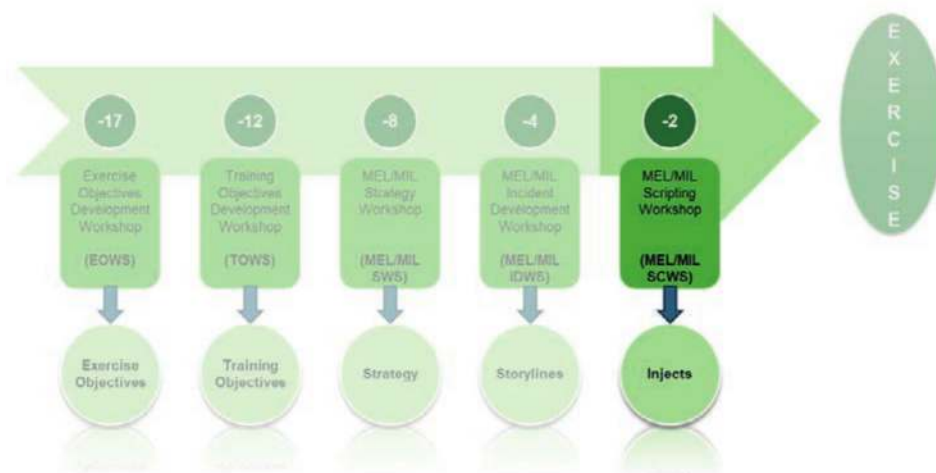


Fig 7: Step 5 - MEL/MIL Scripting Workshop

The goal of the MEL/MIL SCWS is to develop realistic exercise content by scripting injects that align with the identified storylines well as the CPX design. The output will be a synchronized exercise script that enables the TA to achieve their TOs under the agreed-upon STAREX conditions.

A second way to integrate gender perspective into NATO exercises is through mainstreaming. Exercise scenarios are designed to reflect gender dynamics, taking into account how different genders may experience conflict and security in distinct ways. When appropriate, local communities, including women's groups, should be involved

in the exercise to better understand gender-specific needs and perspectives.

This approach allows SMEs to dedicate time to the scripting stage, ensuring that Response Cells (RCs) can take ownership of their assigned injects during exercise execution.

The results of the MEL/MIL SCWS are compiled into a synchronized script database Joint Event Management Module (JEMM), which acts as a comprehensive reference for exercise execution. JEMM includes all storylines, injects, and supporting materials related to the exercise.

Inject 101.101 A representative of the Women's Peace Network (WPN) issues an open statement accusing the mission of failing to include women's voices and ensure protection for women and girls.

Description:

The NATO Mission in X supports local security forces in stabilizing a fragile post-conflict environment. After recent conflicts, hundreds of civilians have been displaced. Reports emerge of conflict related sexual violence (CRSV), particularly against women in temporary camps.

Expected Actions:

- Commander convenes urgent meeting with GENAD, POLAD, LEGAD, CIMIC, PAO.

Expected Outcomes:

- Mission demonstrates gender-responsive leadership and accountability.

Execution



Fig 8: Step 6 - Execution

The 5 EP steps lead up to one final step of the EP Roadmap – Execution.

Execution in the NATO exercise planning process refers to the phase where the planned exercise is carried out according to the established framework, objectives, and scenarios.

During execution, the exercise plan developed in earlier phases is put into action. This involves mobilizing resources, personnel, and equipment as outlined in the planning documents.

The exercise activities, including drills, simulations, and operational tasks, are performed according to the scripted scenarios. Participants engage in their designated roles to respond to various situations as they unfold.

Throughout the execution phase, there is ongoing monitoring to ensure that the exercise is progressing as intended. This includes observing participant actions, adherence to timelines, and the effectiveness of communication.

Planned injects, which are scenarios or situations introduced during the exercise, are

implemented to challenge participants and stimulate decision-making.

The execution phase may require some adaptability based on real-time responses and developments.

Effective communication among all participants and stakeholders is crucial during execution. Coordination between different units and command structures helps ensure a smooth operation.

Observers and evaluators gather data and feedback during the execution of the exercise to assess performance and identify areas for improvement. This information is critical for the subsequent analysis and evaluation phases.

Ensuring the safety of all participants is a priority during execution. Risk management measures are in place to address any potential issues that may arise during the exercise.

Overall, the execution phase is where the theoretical planning comes to life, allowing participants to engage in realistic scenarios and practice their skills in a controlled environment. This phase is essential for achieving the exercise's training objectives and enhancing operational readiness.



ANNEX C - GENDER PERSPECTIVE IN THE FIVE AREAS OF OPERATIONS: GOOD EXAMPLES

The Bi-Strategic Command Directive 040-001 is NATO's key directive for integrating gender perspective into all levels of planning and operations. It operationalizes UNSCR 1325 and related resolutions on Women, Peace, and Security (WPS).

"Operational effectiveness depends on understanding how gender shapes the operating environment."¹³

Integrating a gender perspective into various military and security-related domains is essential for operational effectiveness, mission success, and compliance with international legal and ethical standards. Future operations will occur in a multi-domain environment encompassing land, maritime, air, space and cyberspace domains, integrated across all levels of warfare.¹⁴

On the following pages you will find some examples of GMO across the five areas of operations: Maritime, Land, Air, Cyber and Space. The scenarios challenge commanders and staff to apply gender analysis, gender-responsive decision-making, and inclusive leadership in support of mission objectives.



LAND – Gender Analysis in Tactical Intelligence and Force Protection

Situation Context: A multinational battlegroup operates in a contested rural district. Civilian movement patterns differ sharply between men and women due to cultural norms. Recent attacks near water-collection points used primarily by women suggest gender-specific threat indicators.

Inject / Event: Local organisations warn that traditional patrol routes overlook female gathering areas where insurgents now recruit.

Expected Actions:

- Incorporate gender data into threat mapping.
- Adjust patrol schedules to cover key locations used by women.
- Engage female community representatives for information sharing.

Expected Outcome:

Commanders demonstrate understanding of gendered threat patterns and adapt patrol plans accordingly.



AIR – Gender in Targeting, Evacuation, and Civilian Impact Assessment

Situation Context: Air operations support a humanitarian evacuation after renewed shelling. Intelligence reports mixed civilian convoys with military deserters.

Inject / Event: A local organisation on the ground, highlights that women and children are concentrated in specific vehicles and may face heightened risk at checkpoints.

Expected Actions:

- Apply gender lens in target discrimination and deconfliction.
- Coordinate airlift priorities reflecting gender-specific vulnerabilities.
- Update the Collateral Damage Estimate with gender-segregated data.

Expected Outcome:

Air planners integrate gender analysis into targeting and evacuation coordination.

¹³ NATO ACO Gender Advisor Handbook (2023)

¹⁴ AJP-01 (F), AJP-5 (Edition A), NATO Warfighting Capstone Concept (NWCC)



MARITIME – Gendered Risk in Interdiction and Search & Rescue Operations

Situation Context: A NATO task group intercepts mixed migrant vessels near the coast. Female passengers report exploitation and possible trafficking.

Inject / Event: Boarding teams lack female personnel and face difficulties conducting sensitive screenings.

Expected Actions:

- Ensure mixed-gender boarding teams where feasible.
- Apply gender-sensitive interview and search procedures.
- Refer potential victims to trained protection officers.

Expected Outcome:

Maritime component demonstrates compliance with anti-trafficking and protection of civilians protocols.



SPACE – Gender-Sensitive ISR and Early Warning Analysis

Situation Context: Satellite imagery supports civilian evacuation planning. Analysts note discrepancies between predicted and actual movement of displaced groups.

Inject / Event: GENADs suggest reviewing imagery to identify routes used predominantly by women and children avoiding main roads.

Expected Actions:

- Integrate gender variables into ISR analysis.
- Adjust early-warning indicators for gendered movement patterns.
- Share refined data with Land and Air components.

Expected Outcome:

ISR products demonstrate improved situational awareness through gender-sensitive interpretation.



CYBER – Gendered Information Threats and Online Harassment

Situation Context: Hostile actors spread disinformation targeting female local leaders cooperating with NATO forces. Cyber units detect coordinated online harassment aimed at silencing them.

Inject / Event: Social media analysis reveals deep-fake images of these leaders circulating regionally.

Expected Actions:

- Collaborate with STRATCOM and Public Affairs to counter gendered narratives.
- Support affected partners through rapid response communication.
- Document gendered aspects of cyber operations in situation reports.

Expected Outcome:

Effective coordination between cyber, STRATCOM, and GENAD networks.



ANNEX D - CONSIDERATIONS FOR EXERCISE EVALUATION

NATO monitors its forces, and evaluation teams are deployed throughout the Alliance to assess NATO Forces during their training. The evaluation process assures SACEUR that NATO headquarters and units meet Alliance standards and are prepared for combat operations. Standardization and combat readiness are essential components of interoperability and operational capability.

Evaluation is the structured process of examining activities, capabilities and performance against defined standards and criteria. The existing ACO evaluation programmes are the primary tools to support dedicated NATO force elements certification at all levels.

Evaluation standards are the operational, procedural, material and technical standards and their associated measurement/performance criteria derived from the ACO Forces Standard (AFS) and which are used by SACEUR and subordinate ACO commanders to evaluate and assess headquarters and forces.

Evaluation standards may be either an exact value, a physical entity, or an abstract concept, established and defined by authority, custom,

or common consent to serve as a reference, model, or rule in measuring quantities or qualities, establishing practices or procedures, or evaluating results.

Evaluation standards consist of measures that provide the basis for describing varying levels of task performance and criteria that define the minimum acceptable level of performance associated with a particular measure of task performance.¹⁵

A crucial tool in SACEUR's arsenal for ensuring the combat readiness of forces is the Combat Readiness Evaluation (CREVAL) process. This tool gathers empirical data that provides tangible results for SACEUR's review. An example of an evaluator matrix is depicted below.

	STANDARD	NUMBER	CRITERIA
E.3.H	Capable of integration gender perspective in the operations planning and decision making processes	E.3.H.1	Is Gender Perspective considered in the OPLANS/ ACTORDS, JCOs etc. including an Ann RR Gender Perspective as required?
		E.3.H.2	Is Gender Perspective considered in the Comprehensive Understanding of the Operational Environment?
		E.3.H.3	Is Gender Perspective considered in Civil Environment assessment?
		E.3.I.1	Has the headquarters procedures in place to monitor gender aspects (including through gender analysis) to improve situational awareness?
E.3.I	Capable of Monitoring, Reporting and Assessing of gender perspective integration	E.3.I.2	Does the headquarters have procedures for integrated and functional reporting (as per Bi-SCD 040-001)?

Fig 9: Example of an evaluator matrix

¹⁵ TOs are assessed against the evaluation standards, when they exist in AFS Volumes VI (TACEVAL), VII (CREVAL), VIII (MAREVAL), IX (JOINTEVAL), XI (SOFEEVAL) and XIII (STRATEVAL).



ANNEX E - ABBREVIATIONS, ACRONYMS, TERMS AND DEFINITIONS

This glossary includes only necessary abbreviations, acronyms, terms and definitions directly related to the exercise process and used in this GPME. Abbreviations are written in full on their first appearance, regardless if this occurred in the main body or in one of the annexes. This is valid for the entire document. The glossary contains two appendices and presents:

1. **Abbreviations and Acronyms** at Appendix 1.
2. **Terms and Definitions** used in the exercise process at Appendix 2.
 - a. Some of these definitions may not have been used elsewhere in this guide but are included for completeness of the NATO exercise lexicon.
 - b. Other common abbreviations and acronyms may be found in NATOTerm, the official NATO terminology database as the 'one-stop shop' for all NATO terminology:
 - (1) On the public internet at <https://nso.nato.int/NATOTerm>
 - (2) On the classified network at <http://natoterm.hq.nato.int>

APPENDICES

1. Abbreviations and Acronyms
2. Terms and Definitions

APPENDIX 1 ABBREVIATIONS AND ACRONYMS

AJP	Allied Joint Publication
AFS	Allied Forces Standard
AOO	Area of Operations
AT	Advisory Team
BDA	Battle Damage Assessment
Bi-SCD	Bi-Strategic Command Directive
BR	Battle Rhythm
BST	Battle Staff training
C2	Command and Control
CAX	Computer Assisted Exercise
CI	Capability Integration
CIMIC	Civil-Military Cooperation
CONOPS	Concept of Operations
COS	Chief of Staff
CPX	Command Post Exercise
CREVAL	Combat Readiness Evaluation
CRP	Crisis Response Planning
CSU	Crisis Situation Update
CT&E	Collective Training and Exercise
DEPLOYEX	Deployment Exercise
DIREVAL	Director of Evaluation
DH	Department Head
EA	Exercise Aim
EG	Exercise Group
EMPLOYEX	Employment Exercise
EO	Exercise Objective
EvO	Evaluation Objective
EOWS	Exercise Objective Development Workshop
EP	NATO Exercise Process
ESG	NCGM Exercise Support Group
ETEE	Education, Training, Exercises and Evaluation
ETF	Education and Training Facility
EVAL	Evaluation
EXCON	Exercise Control
EXDIR	Exercise Director
EXINT	Exercise Initiation
EXORD	Exercise Order
EXPLAN	Exercise Plan
EXREP	Exercise Report
EXSPEC	Exercise Specification
FER	Final Exercise Report
GENAD	Gender Advisor
GFP	Gender Focal Point
GIS	Geographical Interface System
GM	Gender Mainstreaming
GMO	Gender in Military Operations
GP	Gender Perspective
GPME	Gender Perspective in Military Exercises Guide
GYC	Grey Cell
HN	Host Nation
HQ	Headquarters
IDWS	Incident Development Workshop
INTEL-FS	Intelligence Functional Services
INTREP	Intelligence Report
INTSUM	Intelligence Summary

IO	International Organisation
IPC	Initial Planning Conference
JCHAT	Joint Tactical Chat
JEMM	Joint Exercise Management Module
JFC	Joint Force Commander
JFTC	Joint Force Training Centre
JLSG	Joint Logistic Support Group
JOA	Joint Operations Area
JOINTEVAL	Joint Evaluation
JOPG	Joint Operations Planning Group
JPTL	Joint Prioritised Target List
JTF HQ	Joint Task Force Headquarters
JWC	Joint Warfare Centre
KLT	Key Leader Training
LCC	Land Component Command
LEGAD	Legal Advisor
LIVEX	Live Exercise
LL	Lessons Learned
LOGFAS	Logistic Functional Area Services
MAREVAL	Maritime Evaluation
MCC	Maritime Component Command
MEL/MIL	Main Event List / Main Incident List
METOC	Meteorology/Oceanography
MJX	Major Joint Exercise
MOD	Ministry of Defence
MoE	Measures of Effectiveness
MoP	Measures of Performance
MOU	Memorandum of Understanding
MPC	Main Planning Conference
MS	Mission Secret
NAC	North Atlantic Council
NATO	North Atlantic Treaty Organization
NCGM	Nordic Centre for Gender in Military operations
NCIA	NATO Communications and Information Agency
NCOP	NATO Common Operating Picture
NCS	NATO Command Structure
NGO	Non-Governmental Organisation
NORDEFCCO	Nordic Defence Cooperation
NS	NATO Secret
OCE	Officer Conducting the Exercise
ODE	Officer Directing the Exercise
OPFOR	Opposing Forces
OPLAN	Operation Plan
OPP	Operations Planning Process
OPR	Officer of Primary Responsibility
OSE	Officer Scheduling the Exercise
PMESII	Political, Military, Economic, Social, Infrastructure, Information
POLAD	Political Advisor
PTA	Primary Training Audience
PTO	Primary Training Objective
RC	Response Cell
RLS	Real Life Support
RP	Regional Plan
SACEUR	Supreme Allied Command Europe
SCWS	Scripting Workshop
SIDECON	Side Control

SME	Subject Matter Expert
SOCC	Special Operations Component Command
SOFEVAL	Special Operations Forces Evaluation
SOP	Standing Operating Procedure
SSD	SACEUR's Strategic Directive
ST	Supporting Task
STA	Secondary Training Audience
STARTEX	Start of Exercise
STO	Secondary Training Objective
STRATEVAL	Strategic Evaluation
SWS	Strategy Workshop
TA	Training Audience
TACEVAL	Tactical Evaluation
TO	Training Objective
TODG	Training Objective Development Group
TOPFAS	Tools for Operations Planning Functional Area Services
TOWS	Training Objectives Development Workshop
TRX	Training and Exercise (branch)
WPS	Women Peace and Security

APPENDIX 2 TERMS AND DEFINITIONS

Below terms and definitions are divided alphabetically from the Bi SCD 075-003.

A

- (1) **Action Authority (AA)** is the authority responsible for the implementation and execution of the proposed events. For NATO exercises, and once the EXSPEC has been approved, OCE is the AA for all planning events and the execution phase.

B

- (1) **Battle Rhythm (BR)** is a deliberate cycle of command, staff and unit activities intended to synchronise strategic, operational, and tactical current and future processes and operations. Activities at each echelon must incorporate higher headquarters' guidance, commander's intent and subordinate units' requirements for mission planning, preparation, and execution.
- (2) **Battle Staff Training (BST)** enables TA to complete staff integration, develop staff's ability to run selected cross-functional area processes, practice collective reports/returns and functional systems, assess staff readiness, and prepare for CPX (when applicable).

C

- (1) **Chief of Exercise Content (Chief EXCO)** delivers the exercise play in order to meet EOs and TOs. Chief Exercise Content coordinates the development and conduct of exercise conditions Scenario, MEL/MIL, OPFOR, CAX Support, and Response Cells.
- (2) **Collective Training** develops Force Element (FE) basic performance through information sessions and procedural drills. There are two categories of Collective Training: Academics and Battle Staff Training (BST).
- (3) **Computer Assisted Exercise (CAX)** is a modelling and simulation technology to create a synthetic environment, identical to the real-world, which will stimulate decision-making and follow-on command and control actions. Command Post Exercises and Exercise Studies can be conducted as a CAX and CAX can be conducted in support of a LIVEX.
- (4) **Command Post Exercise (CPX)** is an exercise in which the Training Audience plans for and conducts operations within an operational focused battle rhythm of an HQ. Thereby involving the commander, his staff, and communications within and between headquarters.
- (5) **Content** is coherent, timely, relevant, useful and appropriate exercise material presented to the training audiences during exercise execution, during the execution of E-Block training activities. It is a script designed to create a training environment that allows the TA to achieve their Training Objectives (TOs) while executing an agreed-upon segment of their OPLAN/JCOs. Content refers to the exercise material that includes all of the different elements available at the disposal of JWC, including: OPFOR, Media, Computer Assisted Exercise (CAX), war gaming, HICON and the Grey Cell (GYC). Content development will be managed and coordinated by the Chief Content, a permanent member of staff at JWC. The Chief Content will be your focal point during the workshops held at JWC, supported by Event Managers (EM).

D

- (1) **Deployment Exercise (DEPLOYEX)** is the training activity, which is conducted in order to exercise the deployment of forces. DEPLOYEX may include Reception, Staging and Onward Movement (RSOM) and/or Reward Movement, Staging and Dispatching (RMSD). Training block D is labelled DEPLOYEX.

E

- (1) **E-Block** stands for Employment Exercise (EMPLOYEX). The EMPLOYEX training activity is conducted to exercise the employment of forces. Training block E is labelled EMPLOYEX.
- (2) **Evaluation** is the structured process of examining activities, capabilities and performance against defined standards and criteria. The existing ACO evaluation programmes are the primary tools to support dedicated NATO force elements certification at all levels.
- (3) **Event** is a collection of MEL/MIL content, sharing a broad theme. This could be a major occurrence or a sequence of related stories. 'Events' are primarily tools to assist in the management of content development and delivery by breaking down MELMIL content into manageable sections. These can be Threat, Sustainment and Engagement.
- (4) **Event Manager (EM)** is responsible to Chief Content. An Event Manager will be assigned to manage each event.
- (5) **Exercise** develop Force Element's (FE) advanced performance through the planning and conduct of live or simulated operations. There are three categories of exercises: Crisis Response Planning (CRP), Deployment Exercise (DEPLOYEX) and Employment Exercise (EMPLOYEX).
- (6) **Exercise Control (EXCON)** is the organization controlling the conduct of an exercise in its three main aspects: real support, content delivery and training. It is led by the EXDIR, supported by the chief of the EXSUP, the chief of the Exercise Content (EXCO) and the chief of the Trainer Team (TT).
- (7) **Exercise Design (ED)** is the term used to refer to the Exercise Content and Structures of EXCON to deliver that content. Exercise content includes the scenario modules, the STARTEX conditions and the MEL/MIL, as well as the content of each of the training blocks. Exercise Design is thus directly linked to the "Conditions" that enable the achievement of TOs (conditions which are stated/defined in each of the TOs) and EOs.
- (8) **Experimentation** is a procedure for discovery, testing of hypotheses, or demonstrating known facts.

F

G

- (1) **Gender** refers to the social differences and relations between women and men, which are learned through socialization and determine a person's position and value in a given context.
- (2) **Gender analysis** is the systematic gathering and examination of information on gender differences and on social relations between men and women in order to identify and understand inequalities based on gender.
- (3) **Gender Perspective (GP)** is the consideration of gender-based differences between women and men as reflected in their social roles and interactions, in the distribution of power and the access to resources.

- (4) **Gender Mainstreaming (GM)** is defined as a strategy used to achieve gender equality by assessing the implications for women and men of any planned action, in all areas and at all levels, in order to assure that the concerns and experiences of both sexes are taken into account.

- (5) **Geo-Strategic Situation** is a conventional term that describes the overall setting and current situation for an exercise. It includes, among other things, crisis area geographical information, the major regional actors, a description of the current crisis and the historical background of the crisis as well as the major political, military, economic, cultural, humanitarian and legal conditions, including membership in relevant arms control treaties and agreements that support a NATO military response.

- (6) **Grey Cell (GYC)** is the conventional term used to describe a response cell that is composed of subject matter experts or role players representing agencies, organisations, institutions and individuals outside of the NFS and outside of the opposing forces structure. The composition of the grey cell must be tailored for each exercise, but typically includes international, national and non-governmental organisations and agencies, local governments, local authorities at federal/provincial/municipal levels, local police forces, local civilians, local military and media. All cross cutting topics are usually represented in the GYC.

H

I

- (1) **Incident / Storyline (SL)** is a context/situation in which exercise activity will take place. A group of injects sharing the same context. The terms 'storyline' and 'incident' will be used interchangeably, but it should be noted that older versions of JEMM use the terminology 'incident'.
- (2) **Inject** is a relevant, appropriate, piece of information sent from EXCON to the training audience to elicit activity that will assist them in achieving the required training or to meet exercise objectives. Thus, injects are the way that an incident is introduced to the TA. Injects will be in the form and method most consistent with doctrine and standard operating procedure with real world entities so as to simulate the source of information to the maximum extent possible.

J

K

L

- (1) **Lead Trusted Agent** is a single point of contact from the Training Audience Force Element/Headquarters who takes on the responsibility for the identification and coordination of the Trusted Agents. Ideally, the Lead Trusted Agent will be a lead planner (J5) and must be empowered to make decisions on behalf of the Senior Trusted Agent.
- (2) **Lower Control (LOCON)** is a conventional term used to describe the coordination mechanism needed to control the response cells situated at the stratum below the TA.

M

- (1) **Main Events List/Main Incidents List (MEL/MIL)** is the main tool (normally a database) for the EXCON to control the exercise, maintained by EXCON and structured on the main events developed to support achievement of the exercise objectives. Each main event will have one or more incidents that are presented to the training audiences

by means of injections. The MEL/MIL should encompass the complete timeline of the exercise and, at ENDEX, be updated to include all dynamic and unscripted events, incidents and injections utilised during the exercise conduct.

N O

- (1) **Officer of Primary Responsibility (OPR)** is the designated staff officer in each HQ, agency and centre with primary responsibility for coordinating the preparation, execution and analysis of an exercise on behalf of their commandant/director. OPRs must be empowered to act and speak for their commanders.
- (2) **Operation Plan (OPLAN)** is designed to counter an actual or developing crisis, both Article 5 and non-Article 5. An OPLAN is a detailed and comprehensive plan capable of execution, which has forces assigned and all necessary preparations undertaken for successful execution of the assigned mission. In circumstances where multiple operations are conducted concurrently within a single region, it may be deemed necessary to develop a single, theatre wide campaign plan, to ensure proper coordination, unity of purpose and economy of effort of all military activities involved in the execution of, and support for, these operation.
- (3) **Operational Dilemma (OD)** is a situation where a commander would be required to make a choice between equally undesirable alternatives; i.e. difficult or perplexing situations or problems that will require the training audience to demonstrate all the skills outlined in their training objectives. The term operational challenge has begun to be adopted as the use of the term OD is now synonymous with DDA NATO doctrine.

P

- (1) **Primary Training Audience (PTA)** those force elements identified in the multi-year exercise documents as the main focus of the exercise, confirmed in Stage 0 and laid down in the EXINT (if not confirmed in Stage 0, at least in early Stage 1 and laid down in EXSPEC). Exercise design, resources and conduct are managed to meet the PTAs training requirements. Being PTA implies to be challenged to the maximum extent possible, in several areas chosen by the Commander (e.g. Crisis Establishment integration with reinforcement mechanism, capable opposed forces, business continuity following a strike, 24/7 battle rhythm, autonomous deployment, Command Post relocation, etc.).

Q

R

- (1) **Response Cells (RCs)** represents all subordinated HQs receiving guidance from, and interacting with the TA.
- (2) **Robust Response Cell(s) (R-RC)** depict those HQs drilling into their battle rhythm and reports and returns as part of the higher, lower or, side control, or opposing forces' organizations (HICON, LOCON, SIDECON, OPFOR). R-RCs belong to EXCON. They are directed as much as required so that the exercise focuses on PTA - STA requirements.

S

- (1) **Secondary Training Audience (STA)** are those force elements identified in the multi-year exercise documents, confirmed in Stage 0/Stage 1 and laid down in the EXINT/EXSPEC as the secondary focus of the exercise. Exercise design, resources

and conduct within means and capabilities are managed to meet the STAs training requirements. Being STA implies to be challenged to a manageable extent.

- (2) **Senior Mentor (SM)** are SMEs with extensive military operational experience, who are available to pass on their expertise to NATO commanders and staffs during training, exercises, mission rehearsal events and operational situations. The SM Programme, run by SHAPE, specifies further details.
- (3) **Senior Trusted Agent (STA)** is the COM of the TA, or a representative empowered to speak on behalf of the COM. The STA will be kept informed of the overall exercise design and provides guidance to the ODE/EXCON related to exercise requirements, as required. The STA remains in this role during the CRP and execution, although the STA may be brought into the EXCON battle rhythm when available and as required.
- (4) **STARTEX** is a brevity term used to identify the date and time an exercise phase or sub-phase is planned to start. The STARTEX date/time may be actual (real world calendar) or based on the days/hours after an earlier exercise event, such as the "G-Day", that pre-established STARTEX conditions are met. STARTEX is scheduled after the warm-up period, when EXCON/TA are internally and collectively integrated, C2IS is up and running, and significant MEL/MIL injections may start.
- (5) **Storyline (SL)/Incident** is a context/situation in which exercise activity will take place. A group of injects sharing the same context. The terms 'storyline' and 'incident' will be used interchangeably, but it should be noted that older versions of JEMM use the terminology 'incident'.
- (6) **Supporting Tasks (ST)** are a list of activities that contribute to accomplishing a HQ task. When the task has a dedicated Standard Operating Procedure/Standard Operating Instruction (SOP/SOI), the list of activities is to be found in it. Activities are listed by chronological order.

T

- (1) **Training Audience (TA)** represents two different types of Tas: the Primary Training Audience (PTA) and the Secondary Training Audience (STA). Collectively, the PTA and STA are referred to as the TA.

U

V

W

- (1) **Workshop** is a EP meeting at which a select group engages in intensive discussion and activity on a particular subject or project. Workshops should have specific product requirements and/or end-states established before the meeting. Workshops are used to develop MEL/MIL and TOs.

X

Y

Z

