

Canada



Ghana Armed Forces

MOWIP REPORT 2020

RESULTS OF THE MEASURING
OPPORTUNITIES FOR WOMEN IN PEACE
OPERATIONS (MOWIP) ASSESSMENT

DCAF Geneva Centre
for Security Sector
Governance



Cornell University



THE ELSIE INITIATIVE
FOR WOMEN IN PEACE OPERATIONS



KAIPTC
...where peace begins



Norwegian Ministry
of Foreign Affairs

Ghana Armed Forces

MOWIP REPORT

2020

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Disclaimer

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LIST OF ABBREVIATIONS AND ACRONYMS

AFISMA	African-led International Support Mission to Mali
AMISOM	African Union Mission in Somalia
AU	African Union
DCAF	DCAF - Geneva Centre for Security Sector Governance
DPO	United Nations Department for Peace Operations
ECOMICI	Economic Community of West African States Mission in Côte d'Ivoire
ECOMIG	Economic Community of West African States Mission in the Gambia
ECOMIL	Economic Community of West African States Mission in Liberia
ECOMOG	Economic Community of West African States Cease-fire Monitoring Group in Liberia and Sierra Leone
ECOWAS	Economic Community of West African States
GAF	Ghana Armed Forces
GAF-EWG	Ghana Armed Forces – Elsie Working Group
FFF	Fact-Finding Form (See section 3 on methodology)
KAIPTC	Kofi Annan International Peacekeeping Training Centre
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MONUSCO	United Nations Stabilization Mission in the Democratic Republic of the Congo
MOWIP	Measuring Opportunities for Women in Peace Operations methodology
NAP	National Action Plan
ORBAT	Order of Battle
PSO	Peace Support Operation
SEA	Sexual Exploitation and Abuse
SGBV	Sexual and Gender-Based Violence
SOP	Standard Operating Procedures
TPCCs	Troop- and Police- Contributing Countries
UN	United Nations
UNAMID	African Union-UN Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNMHA	United Nations Mission to support the Hudaydah Agreement
UNMISS	United Nations Mission in South Sudan
UNOWAS	United Nations Office for West Africa and the Sahel
UNSCR	United Nations Security Council Resolution
WPS	Women, Peace and Security
WPSI	Women Peace and Security Institute

01

Executive Summary

Executive Summary

The Measuring Opportunities for Women in Peace Operations (MOWIP) assessment for the Ghana Armed Forces (GAF) (2020) examines the GAF's ability to deploy women to, and ensure their meaningful participation in, United Nations (UN) peace operations through ten issue areas. It uses three data collection tools, a fact-finding form (FFF), key decision-maker interviews, and a survey. The national assessment partner, the Kofi Annan International Peacekeeping Training Centre (KA IPTC) undertook the data collection for this project from September 2019 to February 2020.

Top good practices that can be scaled up and replicated elsewhere

- GAF women and men report being well prepared for peace operations;
- Cross-training for women and men in peace operations;
- The GAF delivers pre-deployment training and KA IPTC provides specialized training for some military observers and staff officers as preparation for deployment;
- Vacations and holidays during UN deployments are subsidized for formed troops;
- Peace operations are highly esteemed in Ghana

Top barriers to women's meaningful participation in UN peace operations

- Eligible pool (issue area 1)
- Gender roles (issue area 9, and Cross-Cutting)
- Social exclusion (issue area 10, and Cross-Cutting)

02

Introduction

Introduction

Rationale

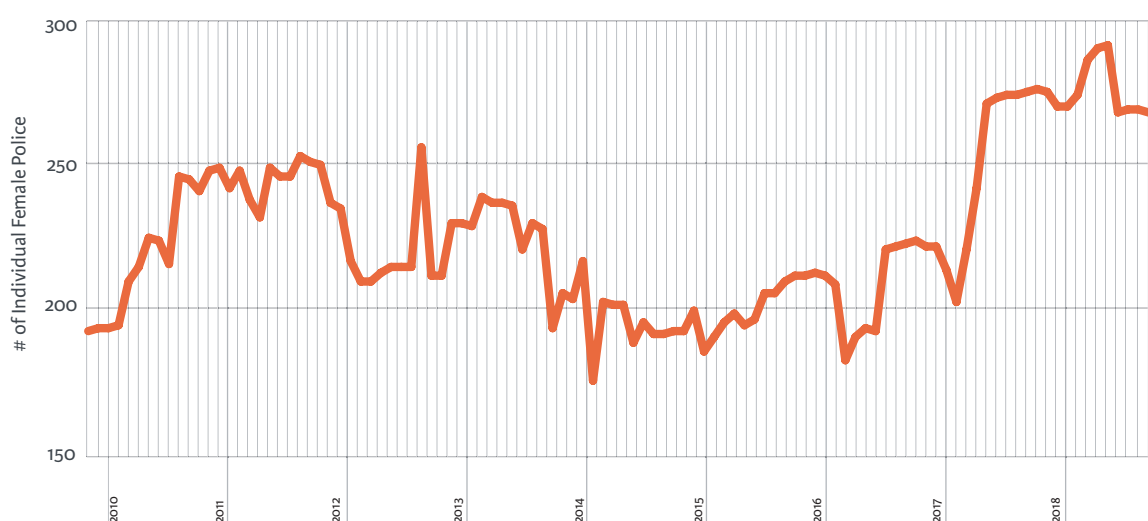
In selecting pilot countries for this research, DCAF sought to identify a geographically diverse set of major troop and police-contributing countries (TPCCs) that have demonstrated their commitment to deploying more women in peace operations.

As of March 2020, Ghana was the 9th biggest TPCC, and the third largest TPCC in Africa after Ethiopia and Rwanda with 2,782 personnel deployed. It was also the TPCC that deployed the highest proportion of women (averaging 15%)¹ out of the top 10 TPCCs. Most of Ghana's deployments involve military personnel, 13.5% of which are women.² Ghana is therefore seen as an established, committed TPCC with a good track record on deploying Armed Forces personnel and increasingly, uniformed women. The GAF thus has the potential to further improve the meaningful participation of its women personnel by:

- Ensuring that the NEEDS of uniformed women who wish to deploy, and who are currently deployed are being met.
- Ensuring that uniformed women have de jure (law/policy) and de facto (institutional socio-cultural practices) equal ACCESS to the rights, benefits, and resources allocated for the pre-deployment process, deployment opportunities, and post-deployment transitions.
- Ensuring that uniformed women can PARTICIPATE equitably in decision-making, planning, implementation, and evaluation of all peace operation-related activities by ensuring that qualified women are assigned to all roles in peace operations.
- Allocating RESOURCES at the national and organizational level to create equitable work environments for uniformed women.
- Ensuring that uniformed women have a measurable IMPACT on how peace operations are conducted.

As an influential and well-respected TPCC, Ghana can also share existing good practices with other TPCCs regionally and beyond.

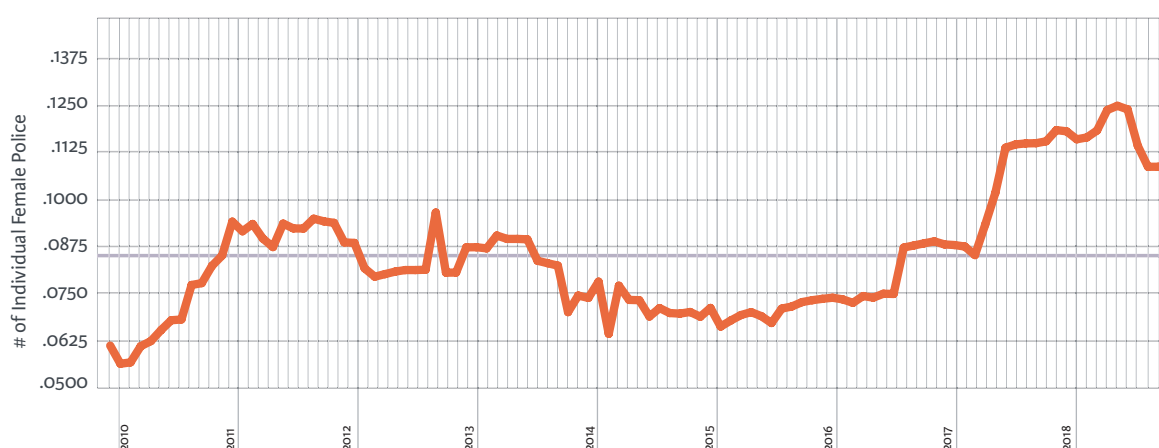
Figure 1: Total number of female military personnel deployed for Ghana



¹ peacekeeping.un.org/sites/default/files/o2_country_ranking_23_o.pdf

² peacekeeping.un.org/sites/default/files/o3_country_and_mission_23_o.pdf

Figure 2: Proportion of female military personnel deployed for Ghana



Ghana Armed Forces: Profile and national characteristics

The 1992 constitution of the Republic of Ghana designates the Ghana Armed Forces (GAF) as a volunteer force operating under the authority of the Ministry of Defence of Ghana. The GAF is composed of three decentralized services, the Army, the Navy, and the Air Force, and each service is further decentralized into various commands. As of December 2018, the Ghana Armed Forces had an approximate strength of 15,000. The Army numbered approximately 10,000 personnel grouped under three (3) Commands. Each Command has approximately three battalions including Combat Support Units such as Signals, Armour, Engineers, and Artillery. Additionally, there is a Support Services Brigade that is comprised of Medical, Band, Electrical and Mechanical Engineers, Catering, Supplies and Transport, Base Supplies Depot, and Ordnance Depot. The Army also has a Training Command that encompasses all the various schools (Recruits, Armour, Artillery, Ordnance, etc.). The Navy numbers approximately 2700 personnel and has two Commands (Western and Eastern) and the Air Force includes approximately 2300 personnel grouped into three Air Bases.

In 2019 the GAF celebrated the inclusion of women in the military. Since 1959, a number of policy frameworks have been adopted at the national level to promote the role and inclusion of women. This has enabled the GAF to keep up with global commitments pertaining to the Women, Peace and Security (WPS) agenda. The Armed Forces Act and Regulations, the Ghana National Gender Policy (2015), and the Ghana National Action Plan on the United Nations Security Council resolution (UNSCR) 1325 are some of the national policy documents that serve as a foundation for the GAF to promote the inclusion of women. For instance, the GAF has a recruitment quota that reserves 15% of positions for women. In March 2016, the first woman in the GAF was promoted to the rank of Brigadier General. Presently two women hold the rank of Brigadier General in the GAF.

Ghana's contribution to peace operations

Within Ghana, the GAF supports the Ghana Police Service on internal security operations, especially within conflict hotspots. Externally, since their first participation in the UN Operation in the Congo (ONUC) in the 1960s, GAF has fielded personnel for various international and regional peace operations led by the United Nations, the African Union, and the Economic Community of West African States (ECOWAS). Currently, the GAF contributes personnel (contingents, experts, and staff) to the following UN operations and missions: UN Mission for the Referendum in Western Sahara (MINURSO), the UN Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), the UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the UN Stabilization Mission in the Democratic Republic of the Congo (MONUSCO),

the African Union-UN Hybrid Operation in Darfur (UNAMID), the UN Disengagement Observer Force (UNDOF), the UN Peacekeeping Force in Cyprus (UNFICYP), the UN Interim Force in Lebanon (UNIFIL), the UN Interim Security Force for Abyei (UNISFA), the UN Mission to support the Hudaydah Agreement (UNMHA), the UN Mission in South Sudan (UNMISS), the UN Office for West Africa and the Sahel (UNOWAS), and the UN Support Office in Somalia³.

Over the years, Ghana's increased participation in peace operations, coupled with the introduction and growth in the number of women in the Armed Forces, has led to more uniformed women being deployed. However, there is no specific policy or target regarding the number, roles, and types of operations women personnel are deployed into. The deployment of women and the roles available to them on peace operations is to a large extent dependent on the mandate of each operation and the availability of qualified female personnel. Nevertheless, the GAF is one of few national Armed Forces to consistently achieve a 14-15 percent deployment of women in formed troops into international peace operations, and 20-23% for staff officers and military observers since 2017.

UN and regional peace missions as a country priority

Presently, Ghana prioritizes internal national security after which regional security and UN peace operations follow. Ghana has participated in a number of regional peace operations including the Economic Community of West African States Cease-fire Monitoring Group (ECOMOG) in Liberia and Sierra Leone, ECOWAS Mission in Liberia (ECOMIL), the ECOWAS Mission in Côte D'Ivoire (ECOMICI), UNAMID in Darfur, the ECOWAS Mission in the Gambia (ECOMIG), the African Union Mission in Somalia (AMISOM), and the African-led International Support Mission to Mali (AFISMA). Key decision-makers reported that Ghana is proud of its peace operation contributions and views these contributions as sources of international prestige, regional stability, and training and professionalization for the GAF.

Conditions for which personnel would withdraw from peace operations

Peace operation participation by the GAF is likely to be scaled down or terminated if troops are required domestically. There are no replacement troops during times of emergency. Ghana does not draw down the number of troops during an election year.

Decision-making about UN deployments

Decisions about deployment are made at the National Security Council and the Cabinet level. They are based on Ghana's Foreign Policy objectives. Other considerations include troops' availability, assessment of military equipment requirements, and the country's internal security situation. Ghana's deployment is also dependent on its pledges to the United Nations Peacekeeping Capabilities Readiness System as well as the UN's Generic Statement of Unit Requirements (SUR). More importantly, personnel are nominated to fill the structure provided in the SUR (Structure provided in Annex A of the UN SUR). This becomes the Order of Battle (ORBAT) for the unit to be deployed.

³ peacekeeping.un.org/sites/default/files/o3_country_and_mission_25.pdf

03

Methodology

Methodology

Overview of the MOWIP assessment methodology

The MOWIP methodology is a unique tool to ASSESS AND IMPROVE WOMEN'S MEANINGFUL PARTICIPATION IN PEACE OPERATIONS. It provides a systematic and comprehensive framework for identifying both a security institution's existing good practices and possible improvements in each of ten issue areas identified as central to women's meaningful participation. Many of these relevant factors are not limited to the specific context of women's participation in UN deployments. Rather, they reflect the policies, practices, and experiences of women and men in the security institution more broadly. While the MOWIP methodology has a specific focus on UN peace operations, the good practices and possible improvements it identifies are importantly linked to the security institution in a much wider sense. Because peacekeeping is a niche within a larger security institution, how well the institution is positioned to advance gender equality and inclusion overall has a direct relationship with the specific unit or department that manages peace support deployments.

The ten issue areas discussed below include all the factors that shape the numbers and nature of women's participation in peace operations from initial recruitment into the GAF to deployment on a mission. These factors can be positive (good practices at the institutional level that contribute to women's meaningful participation) or negative (barriers to women's meaningful participation at the institutional level). For each issue area, the MOWIP methodology uncovers whether and to what extent it constitutes a barrier or an opportunity. Its main objectives are to:

- Provide a comprehensive set of issue areas within a given security institution that could be improved to increase women's meaningful participation in UN peace operations;
- Identify the good practices within the security institution that can be leveraged, scaled up, and/or disseminated more broadly;
- Apply a set of tools and a comprehensive list of indicators to measure the importance of each issue area for increasing women's meaningful participation in the security institution;
- Determine the differential impact of each issue area in the security institution.

The MOWIP methodology comprises three components. The FACT-FINDING FORM (FFF) contains approximately 200 questions designed to collect qualitative and quantitative data from official sources about deployment to UN peace operations from the country and institution being assessed. It was completed by the Ghana Armed Forces with guidance and support from KAIPTC, DCAF, and Cornell University.

Once the first draft of the fact-finding form was completed, the remaining data gaps were filled through 11 INTERVIEWS WITH KEY DECISION-MAKERS from within the institution as well as relevant ministries.

The third component of the methodology is an hour-long SURVEY. The Ghana sample included 384 total personnel, of which 44% were women. Moreover, 65% of the sample have deployed to a mission. Of the total women in the sample, 39% have deployed. Of the total personnel in the sample, 51% were from the Army, 27% were from the Air Force, and 22% were from the Navy. 24% of the sample were commissioned officers. The highest army rank surveyed was at the level of a brigadier general and the lowest was at the army private class 3 level. The highest-ranking air force officer surveyed was at the wing commander level and the lowest was at the aircraftsman level. The highest-ranked navy officer surveyed was at the lieutenant level and the lowest rank was a seaman. There was representation across all regions in Ghana as well as across all the

different ethnic groups. The average length the personnel have been in the military for is 10 years. The average age when they joined the Armed Forces is 23. About 95% of the sample are Christian. Other religions included Islam (4% of the sample) and Traditionalism (less than 1% of the sample). Less than 1% of the sample said that they are not religious.

The national assessment team collected the data with the support of DCAF and Cornell University. The Cornell team then processed and analysed the survey data, focusing on statistically significant differences between women and men, and deployed and non-deployed personnel. Each issue area is ranked based on a colour coding. Red indicates the issue areas that constitute the most significant barriers and green indicates areas of opportunity. Issue areas are presented for recruitment and deployment in general (♂♀) and specifically for women (♀). The survey data is compared to the data from the FFF to look for inconsistencies between institutional reforms and policies and Armed Forces personnel's actual experiences and perceptions. The results of the analysis have been presented and vetted during the validation process with the security institution.

The MOWIP methodology, therefore, produces robust and evidence-based findings drawing on perspectives from within the institution, the knowledge acquired by the assessment team as well as from national and international experts who have an academic background in gender and peace operations. It can be used to provide transformative, evidence-based recommendations that effectively target the root causes that prevent uniformed personnel, particularly women, from deploying to peace operations. Using a common methodology across many TPCs also allows for the identification of universal barriers that need to be addressed at the UN level; and highlights good practices that can be shared and adapted to other contexts.

KA IPTC: The national research partner institution

The Kofi Annan International Peacekeeping Training Centre (KA IPTC) was established in 1998 and commissioned in 2004 by the Government of Ghana with the mandate to train military, police, and civilian personnel for multidimensional peacekeeping and Peace Support Operations (PSOs) in Africa. The Centre delivers training courses informed by research to equip the aforementioned personnel with the requisite skills and competencies to respond to complex peace and security challenges in West Africa and on the African continent, in line with the standards of African Peace and Security Architecture (APSA), and the capacity needs of ECOWAS, the AU, and the UN. Over the years, KA IPTC has emerged as a major regional and continental peace and security actor. KA IPTC is an ECOWAS-mandated Regional Training Centre of Excellence (TCE) within the context of the ECOWAS and African Peace and Security Architecture. The Centre has trained more than 14,000 national, regional, and international military, police, and civilian personnel over the past decade.

In 2010, KA IPTC established the Women Peace and Security Institute (WPSI). WPSI is a knowledge centre for the expansion of technical capacity, training, policy research, and analysis on Women, Peace and Security in order to better inform the broader security agenda in Africa. In other words, WPSI works to support the full implementation of the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women (Maputo Protocol), UNSCR 1325, and its follow-up resolutions on Women Peace and Security through advocacy, research and training in the context of Africa and beyond.⁴

The research team for the MOWIP assessment was drawn from three departments of the Centre, namely WPSI, the Faculty of Academic Affairs and Research, and the Training Evaluation and Development Unit of the Centre. The combination of staff from the aforementioned departments provided the diversity of skills and experience in research, gender, and data analysis which were core to the success of the data collection process.

Implementing the MOWIP in the Ghana Armed Forces

The MOWIP assessment for the GAF was conducted between September 2019 and February 2020. The establishment of a GAF Elsie Working Group (GAF-EWG) was key to prepare and implement the assessment, to get the permissions necessary to run the different components of the assessment and to collect the necessary data and information.

The research team travelled the length and breadth of Ghana, covering six regions, namely, the Ashanti, Bono, the Greater Accra, the Northern, the Volta, and the Western Regions of the country to run the survey. The assessment covered personnel from the lowest rank, having less than a year of service in the GAF, to the highest-ranking personnel of the GAF. This highlights the broad support from the GAF for this initiative.

In order to proceed with the implementation of the survey, respondents were drawn from the seven garrisons of the GAF in Accra, Ho, Kumasi, Sunyani, Tamale, Sekondi-Takoradi, and Tema. The percentage of respondents for each garrison, as well as the combination of officers and soldiers, and the gender aggregation of respondents was determined by the KAIPTC assessment team, in consultation with the GAF-EWG. The purposive sampling technique was adopted to ensure that the outcome of the survey is to a large extent, reflective of the general population of the GAF, and not skewed to the two largest garrisons in Accra and Sekondi-Takoradi. Additionally, the number of personnel interviewed from each of the three services of GAF is also representative of the overall proportion of personnel in each service.

The assessment team took care to ensure that the survey was localized and adapted to the Ghanaian context. Though it was initially planned to achieve equity in rank, gender and peace-keeping experience of survey respondents in each garrison, it became evident in the field that this would not be possible, and the methodology was tailored accordingly. The categories of personnel sampled at each garrison had to be adapted to the realities and uniqueness of personnel available.

In running the survey, the assessment team also often had to resort to rephrasing some of the questions to ensure that respondents fully understood them. Similarly, on some occasions, portions of the survey and even sometimes the entire survey were administered in local languages. This was not necessarily because the respondents were not literate in the English language, rather, due to the lengthy nature of the survey and sensitivity of some of the questions, it was important that respondents communicated in a language they feel at ease with and could fully express themselves with little or no effort. The role of the enumerators fluent in several of the languages spoken across Ghana was key in this respect.

The key decision-maker interviews were conducted among key and senior members of the GAF. The GAF-EWG supported the KAIPTC assessment team in identifying relevant persons to interview. These interviews offered a deeper insight into how decisions on deployment and the structure of persons to be nominated and deployed are made.

The final aspect of the MOWIP assessment involved the completion of the FFF by the GAF. The GAF-EWG facilitated this process which involved the categorization of questions for the relevant departments of GAF. While some departments of GAF were initially limited in their ability to respond due to GAF restrictions on sharing certain kinds of information, consistent and open communication channels between the GAF, DCAF, KAIPTC, and Cornell University were key to completing the FFF as needed for the analysis.

The findings of the MOWIP assessment were reviewed and validated by key representatives of the GAF during a three-day validation workshop in August 2020.

MOWIP Assessment Report Review and Validation

The MOWIP report was drafted by the Cornell team with support from DCAF. Following the development of the initial draft, a two-day review and validation workshop was held with representatives from the GAF in addition to key representatives from the KAIPTC team. The purpose of the review and validation workshop was to ensure an accurate contextual framework for the report, while also checking the factual accuracy of the information contained in the report. In addition, the GAF also identified any sensitive contents to be excluded from the public MOWIP report.











Once the contents and framing of the MOWIP assessment report were validated by the GAF, DCAF drafted corresponding recommendations. The recommendations focus on the top three barriers identified in the MOWIP assessment report and aim to holistically address policy, practice, training and professional development, and organizational culture within and between each issue area. These recommendations were also reviewed and validated at a workshop attended by representatives from the GAF and the KAIPTC team.

The development, review, and validation of the MOWIP assessment report and corresponding recommendations thus reflect a collaborative process between Cornell, DCAF, KAIPTC, and the GAF.


04

The ten issue areas
shaping women's
participation in peace
operations in the
Ghana Armed Forces

The ten issues areas shaping women's participation in peace operations in the Ghana Armed Forces

Pre-deployment stage: including factors that affect force generation			Significance	Cross-cutting issue areas	
	1	ELIGIBLE POOL Are there enough women in national institutions?	High	 9 GENDER ROLES Do preconceived attitudes about women preclude their ability to deploy?	 10 SOCIAL EXCLUSION Are women treated as equal members of the team?
	2	DEPLOYMENT CRITERIA Do criteria match the skills needed in peace operations?	Low		
	3	DEPLOYMENT SELECTION Does everyone have a fair chance to deploy?	Medium		
	4	HOUSEHOLD CONSTRAINTS Are there arrangements for families of deployed women?	Medium		
Deployment stage: including difficulties for women during operations					
	5	PEACE OPERATIONS INFRASTRUCTURE Is accommodation and equipment designed to meet women's needs?	Medium		
	6	PEACE OPERATIONS EXPERIENCES Do positive and negative experiences in operations affect women's deployment decisions?	Medium		
Post-deployment stage: including factors that affect redeployment					
	7	CAREER VALUE Do deployments advance women's careers?	Low		
All Stages					
	8	TOP-DOWN LEADERSHIP Do leaders at all levels support women's deployment?	Medium	High	High

 INSTITUTIONAL
ISSUE AREAS

 CROSS-CUTTING
ISSUE AREAS



ISSUE AREA 1: Eligible pool

HIGH

The eligible pool issue area explores whether there are enough women in the GAF to meet the UN Uniformed Gender Parity Strategy targets for 2028: 15% of troops and 20% of military observers and staff to be women.

Data showing the total number of personnel within the Ghana Armed Forces is classified and thus was not available for this assessment. This includes data showing the number of women overall, and the ranks and roles they serve in. Data was collected from different sources including key decision-maker interviews, the validation process, and open-source literature. However, a complete assessment of this issue area was not possible.

Due to the classified nature of the personnel numbers in the GAF, it is not clear whether there is a large enough pool for the deployments of women to continue to increase. However, as women are not distributed across roles and positions in the GAF, they will not make up a proportional eligible pool as compared to men, who are distributed across roles and positions. This suggests that eligible pool is a barrier to increasing women's meaningful participation in peace operations.

Nonetheless, the pool of women has grown significantly since 1980. The GAF has experienced a growth in the number of women joining its ranks; from four percent (4%) in 1980 to about nine percent (9%) in 2008. Following the preliminary oral report, a GAF senior representative reported that as of 2020, women make up 15% of its personnel.

1 | GOOD PRACTICES

Some services are more than 20% female

Based on the data that we received, some services have high enough numbers of women to enable their deployment. According to one 2011 study,⁵ women soldiers make up 800 of the Army's strength, constituting 8%, the Air Force has 1,500, indicating that women are 50% of total Air Force strength and the Navy has 300, which is 15% of the total naval force. According to interviews, the Navy currently has a total strength of about 2800, with 708 women, or 25% women. Among its officer corps, the navy has 75 out of 291 women, or 21.8%. However, some services may not have sufficient numbers of women to increase deployments, particularly when it comes to qualified women with the right skills, rank, and professional experience. Without clear numerical data from the three services and data on the rank and skills of women soldiers, it is not possible to assess the degree to which eligible pool is a barrier for each respective branch.

Women make up an officer corps in the GAF

Women in the officer corps can deploy as military observers, staff officers, and contingent members. According to one report from 2011, 10% of women within the GAF are officers. The Army currently has 600 enlisted women soldiers and 200 women officers. This means that one-third of women are in the officer corp. The Air Force has 1,400 women soldiers and 100 officers. This means that 7% of women are officers in the Air Force. In 2011, the Navy had 285 women soldiers and 15 officers (5%). The numbers for the Navy have increased since then. Among its officer corps, the Navy has 75 out of 291 women in the officer corps, i.e. 21.8%.

Early leadership led to women's inclusion in the GAF early on

Women were first enlisted into the GAF in 1958 when Mercy Addo-Nyalemegbe, a nurse, was commissioned into the Ghana Armed Forces. During the first post-independence government led by Dr. Kwame Nkrumah, the participation of women was promoted as a part of the "Ghananisation" of the GAF. Women were also recruited into the Armed Forces as Other Ranks in 1964, specifically

⁵ Affram, Robert Yaw. Gender and the Ghana Armed Forces: An Examination of Women's Integration and Operational Effectiveness. Diss. 2011.

as signallers. Subsequently, in 1964, Dr. Kwame Nkrumah took an important step to promote the participation of women in the GAF by establishing the Directorate of Women Auxiliary Corps. This unit was established to increase the participation of women in the GAF. One of the trailblazers of the Women's Auxiliary Corps was Mary Magdalene Millicent Danquah, who was recruited in 1963 and trained and commissioned into the GAF in April 1965 as a fixed-wing pilot. She was also the first woman pilot in Africa. The Directorate of Women's Auxiliary Corps was disbanded in 1966 after the overthrow of President Nkrumah. Though no other structure has been developed to address women's affairs and promote the representation of women, there have been on-going efforts to increase the participation of women in the GAF. For example, following the Fourth World Conference on Women held in Beijing, China in 1995, 200 women were recruited and trained between 1996 and 1997. This effort constituted the GAF's official response to the Beijing Declaration and Platform of Action and signalled its on-going commitment to increase the representation of women.

GOOD PRACTICE EXAMPLE: Women role models and trailblazers

Throughout the report, short narratives depict some of the women within the GAF who have served as role models and trailblazers for women's full and equal participation within the GAF. These stories also signal the impressive pace of change currently underway within the GAF. Women have played and continue to play an important role within the GAF in addition to making a meaningful contribution to UN and AU peace support operations. The assessment data revealed that at least 16% of women in the GAF personally know a woman role model or trailblazer. This data points to the important role of "critical mass" or in other words, the relevance of increasing the number of women present within the GAF. Indeed, advancing gender parity and moving the representation of women from disproportionately under-represented to well-represented contributes to changing gender norms and thus social and professional attitudes about who performs what roles and jobs. Advancing sustainable change in attitudes and behaviours requires that both women and men fulfil roles outside of traditional gender norms. The women trailblazers within the GAF signal to both women and men that soldiering can be successfully performed by any Ghanaian with the motivation, dedication, and necessary mental and physical fitness required.

The time of deployment wait period is short

The deployment wait period is 3 months for contingents, but for military observers/staff officers, it could extend beyond because of visa restrictions and delay in receipt of travel authorization from UN DPO. About 61% of survey respondents said that they waited 3 months. Very few had to wait longer.

Men and women want to deploy/redeploy to missions

Both men and women want to deploy to missions. About 93% of those who have not deployed said that they want to deploy and 76% of those who have previously deployed said they were likely to redeploy. Women are no more or less likely to want to deploy than men. This suggests that women are not self-selecting out of deploying.

Redeployment fatigue is not a problem

Men and women think that personnel should deploy 6 times (for women) and 7 times (for men) on average.

GOOD PRACTICE EXAMPLE: Portrait of Nana Yaa Asantewaa

The most famous woman role model and trailblazer in Ghana is the late Queen Mother of Ashanti in the 1900s, Nana Yaa Asantewaa. Yaa Asantewaa led a 5,000-person strong army against British conquest at the beginning of the 20th century. While the British ultimately prevailed against the Ashanti, their story and that of Yaa Asantewaa's critical leadership remains a source of pride as well as an inspiration for women and men within the Ghana Armed Forces (GAF). Notably, only about 60 years later the GAF had its first female pilot, Squadron Leader Melody Danquah, who flew numerous high-profile flights including the presidential aircraft. This was inspired by Kwame Nkrumah's Women Auxiliary Corps, formed to look into the affairs of women in the GAF. The first female peacekeeper from Ghana was deployed to UNIFIL, Lebanon, in 1984, during the most turbulent time in South Lebanon. Modern-day GAF female trailblazers and role models are highlighted by the first woman promoted to Brigadier-General, as well as by countless other women soldiers at all ranks within the GAF.

2 | MAIN BARRIERS

Ensuring Eligibility

Women personnel do not represent a large portion of the GAF personnel overall

In 2006 women reportedly represented 9% of Armed Forces personnel.⁶ Based on 2006 and 2011 estimates, this would constitute approximately 630 of the 7,000-strong force. Interviews in 2020 suggest that the number has increased to 15%. This is a sizeable and commendable increase. However, the number of women personnel does not represent a large portion of the GAF personnel overall. More women across all units, positions, and functions will be needed to ensure that the GAF continues to be able to meet the UN goal of 15% and 20% respectively.

Most women join the GAF because they have heard about opportunities from their family (36%) or through the newspaper (30%). Women are more likely than men to have fathers and sisters in the Armed Forces compared to men. Most men and women join the GAF for job stability (38%), as well as because it was a childhood dream (34%), to help people (28%), and because of the salary (21%).

Women do not regularly serve in combat roles

Officially all services in the Armed Forces are open to women. This means they can be recruited into, transferred into, serve in, or be promoted into combat units. Moreover, recruitment adverts do not differentiate between men and women. Yet, 2006 data suggests that women almost exclusively served in support services in almost all units, but they did not serve in many combat roles, particularly those associated with the infantry. Combat units within the Army include infantry, armour, airborne, artillery, and combat engineers, combat units within the Navy are the fleet, and combat units within the Air Force are comprised of the operations branch. The GAF reports that women in the Armed Forces have always served in combat support and combat service support roles in all units since 1985 when the Border Guards were absorbed into the Armed Forces. Combat support and combat service support roles include administration, logistics (including cooking and serving), information technology, public relations, medical, education, and military police as well as signaling and communications.

More recently the GAF began posting women to fulfil combat roles as officers. The first women officers were posted in combat roles in the army in 2017. In the Air Force and Navy, women were trained and posted into combat roles in 2000 and 2012 respectively. Women infantry officers performed the roles of platoon commanders, women Air Force officers performed the roles of pilots and air traffic controllers, and the women Navy officers performed the roles of executives (pilots) and technical

⁶ Franks, Jason with Veerle Triquet, Gender-related Human Resources Policies in Armed Forces: Ghana, (Geneva: DCAF, 2013), available at: issat.dcaf.ch/download/115436/2107287/Ghana-Human-Resource-Defence.pdf (accessed on 22 June 2020); also: Aning, Kwesi and Anki Sjöberg, "Ghana", in Miranda Gaanderse and Kristin Valasek (Eds), *The Security Sector and Gender in West Africa: A Survey of Police, Defence, Justice and Penal Services in ECOWAS States* (Geneva: DCAF, 2011). Available at: dcaf.ch/sites/default/files/publications/documents/oo_Complete_West%20Africa_gender_survey.pdf (accessed on 22 June 2020).

officers (engineers). Women personnel were not fully involved in duties that were likely to involve combat (only combat support and combat service support), and hence did not acquire the necessary training in those roles and as such could not advance to command positions within the GAF. “From the onset, only a few women are selected into specific role categories for formed troops for peace operations. The mostly male contingents selected for frontline duties are given extra training for combat, but the females are given extra training in their designated duties.”⁷

Women have not served in combat units until recently

Although there is no current ban on women serving in combat units, it has been a customary practice for women to not participate in combat roles since the inception of the GAF. However, in 2000, 2012, and 2017 the Air Force, Ghana Navy, and Ghana Army respectively started to train women and accept them into combat units. Presently most women are enlisted into combat support and combat service support roles in the GAF, and fulfil combat roles as officers. In UN peace operations, the Air Force has deployed women in combat roles in Cote d’Ivoire.

Height restrictions might lead to fewer women being eligible to apply

The GAF has a minimum height for enlistment which is 1.68m (5ft6) for men and 1.57m (5ft4) for women. The average height of women in Ghana as of 2008 was 1.58m (5ft2), which means that only women taller than average can enter into the Armed Forces, reducing the pool of women eligible to apply based on height.⁸ In contrast, the average height for men is 1.68m (5ft6), which means that men of average height can enter the Armed Forces.⁹ There is no height requirement for UN peace operation deployment.

Women spend less time in basic training due to different roles

The GAF training modules are classified. However, officers’ training involves two modules: standard military training for five months and a regular career course for ten months, which is for regular officers. Short service officers (professionals) undergo standard military training for six months. Officers commission into the GAF with the rank of 2Lt through Captain, depending on one’s profession and role. Officers are posted into their respective Services and/or Units. Navy and Air Force officers then undergo professional training in their respective roles.

Officers are normally posted to combat, combat support, and combat service support units in their respective services. Some officers are posted to tri-service roles like Forces Pay Regiment or Religious Affairs.

Recruits (other rank trainees) undergo standard military training for six months and are then posted into services and/or units based on performance and the roles they applied for. Recruits pass with the rank of private soldier or equivalent (this is automatic for everyone). They then proceed to do continuation training in their professional areas after which they are sent to their units to begin work. Like officers, the Other Ranks are also posted to the three major roles: combat, combat support, and combat service support roles.

Based on the survey, women are more likely to spend less than a year in basic training, whereas men are likely to spend more than a year in basic training. 82% of women reported spending less than one year in training, compared to 76% of men. 4% of men reported spending three years or more in training, compared to 2% of women. This can be attributed to the roles they perform. This is because there are different training periods for the different roles (combat, combat support, and combat service support). Training periods also differ based on service. However, training periods in the military academy and recruit training centres are the same for all genders.

7 Afrim-Narh, Abraham T., *Gender Integration and International Peacekeeping: The Case of the Ghana Armed Forces*, Thesis submitted to the department of political science in partial fulfilment of the master of Philosophy Degree in Peace and Conflict Studies Department of Political Science (Oslo: University of Oslo, 2006)

8 www.ncbi.nlm.nih.gov/pmc/articles/PMC3080396/ (accessed on 22 June 2020)

9 web.archive.org/web/20110107225902/www.econ.yale.edu/~pschultz/productivebenefits (accessed on 22 June 2020)

In short, career courses are standardized, according to service and career and there is no differentiation based on sex or gender. Thus, the data shows that women end up on different military career paths than men, leading to an overall difference in time spent on training between men and women. This difference in career path and training also relates to the eligible pool, as on average, women have a smaller range of training and professional experience than men within the military.

Women receive less training on peacekeeping than men

There are different types of training for peacekeeping missions. The GAF is the primary provider of pre-deployment training. Additionally, KAIPTC offers courses on peacekeeping, but these courses do not constitute the basic pre-deployment training course required by UN DPO. There are three ways to be selected for a specialized peacekeeping course at KAIPTC.¹⁰ The first is through individual applications where a selection board meets and selects participants. The second is through nomination by partners or the government ministries, departments, and agencies at the request of KAIPTC. The third is by invitation from KAIPTC to partners and government ministries, departments, agencies, etc. In the last case, invitation letters are sent to the institutions and the institutions make the nominations based on the criteria presented to them.

Based on the survey, women are less likely to have engaged in peacekeeping training. About 27% of women have participated in peacekeeping training compared to 39% of men. Very few women have received peacekeeping training outside of the country (6%).

Women are less likely to serve in leadership roles compared to men

Few women have been able to attain leadership roles in the GAF. Women are very unlikely to be appointed to roles such as commanding officer of a unit, ship, or Air Force base as they are not regularly employed in the infantry corps and other combat roles; a necessary condition for promotion into senior rank and command positions. However, women participate on promotion and assignment selection boards.

There are no affirmative action programmes or extended training schemes aimed at advancing the representation and participation of women. However, there are efforts to encourage women to seek higher levels of promotion – for example posting women to combat units, executive branch roles, or as pilots in the Air Force.¹¹ According to the survey, women are less likely to serve in leadership roles. For example, survey data shows that women hold one leadership role compared to an average of two leadership roles for men.¹²

Women have not generally played major commanding roles in the administration of the GAF. In 1998 Major Constance Edjeani-Afenu (later Lieutenant Colonel) was appointed to command the Forces Pay Office. In addition, Major Peggy Edjeani was appointed in acting capacity to command the Defence Mechanical Transport Battalion in February – May 2001. This was, however, not noted in the official gazette. She held other leadership appointments including Officer Commanding (OC) Force Movement Unit in 1997-98, OC Fire School in 2002 as well as Instructor in Fire School 2005-06. In 2019, two (2) women officers were appointed Second-In-Command of Signal Regiment and Defence Mechanical Transport Battalion, Major Bernice Khemchard and Major Denisson respectively. These two women Officers could become Commanding Officers of these units in the near future. With the exception of Lt Col Christine Debrah who commanded the Women's Auxiliary Corps from 1963 to 1965, BG Edjeani-Afenu was the only woman to have commanded a major Army unit since the establishment of the GAF.¹³ In 2016 Constance Edjeani-Afenu became the first woman Brigadier General in the GAF.

Ghana does not have any all-women units

Ghana does not have any all-women units.

¹⁰ This excludes academic programs such as Masters and PhD. Selection for such programs are based on the stated eligibility criteria for each program.

¹¹ issat.dcaf.ch/download/115436/2107287/Ghana-Human-Resource-Defence.pdf [accessed 23 June 2020]

¹² Leadership role is defined as serving as head of a unit or some group. It is not restricted to the officer corp.

¹³ See: Affram, Robert Yaw. *Gender and the Ghana Armed Forces: An Examination of Women's Integration and Operational Effectiveness*. Diss. 2011.

Restrictions on recruitment could hinder the number of women applying

Recruitment in the GAF is open to Ghanaians holding a high school certificate, aged 18 and 24, who are not less than 5ft2 for women and 5ft6 for men (14 June 1999). In addition, the GAF reports that all recruits are subject to security screening by the military council. Individuals with a history of physical and mental impairment and those who are “flat-footed” cannot serve in the Ghana Armed Forces.¹⁴ Men and women cannot join the Armed Forces if they are married and per policy, once admitted into the GAF they are to remain unmarried for the first three years of service, except those recruited as professionals. After this initial period, marriage - both in-service and with foreigners - is permitted.¹⁵ The marriage requirement could be more of a barrier for women than men as Ghanaian women tend to get married earlier. According to the 2014 DHS report, the median age at first marriage was 20.7 years among women age 25-49 while it was 26.4 years among men age 30-59.¹⁶

There are no recruitment drives targeting women

Following the Beijing Platform for Action in 1995, the GAF reported that they recruited and trained 200 women between 1996 and 1997. There have also been informal attempts to increase the recruitment of women into the GAF, including for example, through the Nursing Corp.¹⁷ Informal recruitment efforts mean that a commander can give a specific directive for a one year period intended to increase the number of women, as opposed to the promulgation of a new policy that will apply for subsequent years. Presently the GAF allocates 15% of military positions for women. Since the Beijing Platform for Action, there have been no formal efforts to specifically recruit women into the military.

Uniformed women started participating in peacekeeping early on, but they stopped participating for nearly a decade

Female personnel in the GAF did not participate in peacekeeping until November 1984, when an education officer, Major Georgina Mensah, participated in the United Nations peace operation in Lebanon. Women were excluded from participating in peace operations between 1986 and 1994. In 1994, Ghana contributed peacekeepers to the United Nations Assistance Mission for Rwanda. Following the deterioration of the national context, other national peacekeepers withdrew. This left Ghanaian soldiers with responsibility for performing all the humanitarian work within their capability, including security for refugee camps. During this time, Ghana had both men and women deployed. The women in this mission served in support and auxiliary roles including administration, signallers, cooks, servers, medical personnel, clerks, drivers, base defence, and mechanics. From 1994 onwards the representation of women personnel on peace operations has steadily increased. However, the number of women in combat/infantry roles has remained very low or even non-existent – and women have largely continued to stay within limited positions related to support.¹⁸

Women are less likely to participate in any international mission

Based on the survey, women were less likely to participate in a UN peace operation. About 58% of women had deployed whereas 70% of men had deployed. Moreover, only 4% of women had deployed to a regional operation whereas 10% of men had deployed to a regional peacekeeping operation.

Women also deploy to fewer peace operations than men. On average, among those who have deployed, women have deployed to two operations, whereas men have deployed to three.

Moreover, women surveyed spent on average 18 months (aggregate) in a peace operation whereas men spent 24 months (aggregate). This is because women have deployed to fewer missions than men.

14 Canada: Immigration and Refugee Board of Canada, Ghana: Recruitment criteria for the Ghanaian Armed Forces (age, preferred educational, professional or ethnic profiles, promotion, practice of rewarding individuals with positions in the army), 1 June 1999, GHA32053.E, available at: www.refworld.org/docid/3ae6aad68c.html [accessed 24 February 2020]

15 issat.dcaf.ch/download/115436/2107287/Ghana-Human-Resource-Defence.pdf

16 dhsprogram.com/pubs/pdf/FR307/FR307.pdf

17 Affram, Robert Yaw. *Gender and the Ghana Armed Forces: An Examination of Women's Integration and Operational Effectiveness*. Diss. 2011.

18 issat.dcaf.ch/download/115436/2107287/Ghana-Human-Resource-Defence.pdf

Creating an Eligible Pool

In-Service training is equally available to men and women, but women are less likely to attend in-service training

In-service training is available to men and women. This includes basic training, career courses for officers and enlisted ranks, trade training, pre-deployment training (for peacekeeping), and in-mission training (for peace operations). On average, for an equivalent number of years in service, the women surveyed had attended three in-services trainings, whereas men had attended five in-service trainings.

Computer training is not available to everyone

Not everyone receives computer training; it is not a part of the basic training.

Criteria for promotions are clear but gender-disaggregated data on promotions is not available

Selection for promotion within the GAF is based on time served, completion of the requisite courses and exams, necessity, ability, and good promotion assessment reports.¹⁹ Some categories of military personnel, including all officers, have to pass promotion exams (promotion from Lieutenant through to Major). The GAF does not currently keep track of the rate of promotion disaggregated by gender. It is therefore not possible to know whether women and men are promoted at the same, or different rates.

Retention of Pool

There are currently no separate military barracks for women

According to the FFF and GAF representatives, there are separate living areas for men and women during training and career courses, however, there are otherwise no separate military barracks specifically for women in Ghana. The majority of both men and women indicated that the barracks are not adequate (57%).

Bathroom facilities for men and women are available but not adequate

There are bathroom facilities for women in all buildings. Both men and women think that bathrooms are not adequate (45% of men and 51% of women).

Military uniforms are not designed for women

Military uniforms are not specifically designed for women as all working uniforms are unisex. The one exception is dresses for pregnant women and the regimental Mess Kit. About 22% of women said that uniforms are not provided for women and 49% said that they were not adequate. 58% of men reported that uniforms were not adequate.

Men and women are not provided with adequate equipment

Both men and women complained about their equipment. About 56% of men said the equipment was not adequate and 49% of women said their equipment was not adequate.²⁰

19 issat.dcaf.ch/download/115436/2107287/Ghana-Human-Resource-Defence.pdf

20 About 27% of men said they did not receive equipment and 25% of women said they did not receive equipment. However, given that the provision of equipment is a standardized process, it could be that these respondents did not understand the question.

Extensions

Troops cannot extend their mission based on UN rules

Troops do not extend their time on missions.

Extensions for military observers are not common

Military observers and staff officers can extend their time based on their availability and requirements of the GAF. Extensions need to be approved by the contributing country's authorities. For the GAF, this is based on availability, deployment of replacements, and exigencies of the service. Extensions cannot be granted beyond six months. Extensions are usually given to UN staff officers and military observers because of delays in the deployment of replacements or a specific in-mission request for a staff officer or military observer to remain.

Redeployment

There are no special programs to help with redeployment

Re-deployment is a way to increase overall contributions. Although 66% of men and 60% of women reported that there are special programs for redeployment, the GAF reported that there are no events, programs, or policies, aimed at encouraging or specifically supporting redeployment. Rather, there is a system rotation mechanism that is intended to create fairness through standardization.

How the cross-cutting issue areas could affect the eligible pool

Issue area 1 + 9: Gender Roles

The eligible pool appears to be affected by gender roles and stereotypes within the GAF. Gender stereotypes have meant that women have historically been barred from serving in combat roles. While this ban has been lifted, there are only a few women officers who have served in combat roles within the GAF. Presently, women may serve in combat and infantry units. However, they most often do so as support staff and support services staff. This means that women are less likely to have the training and professional experience to serve in the full range of roles needed for a peace support mission. It is likely that the gender stereotypes identified by the survey that women may be less suitable for tactical, leadership, and training roles, and that they should not respond to dangerous situations related to rioting and terrorist attacks, influence the roles women select for themselves, as well as the roles that women are deemed suitable for. Thus, a combination of structural barriers (fewer women with a full range of training and professional experience) in combination with socio-cultural influences, attitudes, and values about the roles that men and women should fulfil, may be limiting the eligible pool of women for deployment on peace support missions.

Issue area 1+10: Social Exclusion

The eligible pool may also be affected by the fact that women are almost non-existent in combat roles in the GAF. Women may be less likely to select combat roles – an almost exclusively male-dominated area of military work – if they experience comments or behaviours that target them. The survey reveals the presence of derogatory jokes, comments about appearance and physique, and bragging about sex – behaviours that can contribute to social exclusion and lead to women not feeling welcome or support to work in certain units/roles.



ISSUE AREA 2: Deployment criteria LOW

The deployment criteria issue area examines whether women can meet the requirements for deployment to the same extent as men.

Ghana does not have its own criteria for deployments outside of the UN criteria. The main criteria for choosing military observers are age, qualifications/skills, and seniority. Military observers deploy for one year. Qualifications for battalions include trade, profession, seniority, and order of battle (ORBAT). Contingents deploy for one year. Everyone undergoes pre-deployment training.

There appears to be some misunderstanding and a lack of information among personnel about the requirements for different types of deployments. In addition, key decision-maker interviews revealed that there may be different information about requirements for each category of deployment based on the service concerned.

There are fewer requirements for sending troops as a part of a contingent than as observers. Yet, women are less likely to be sent as part of a contingent than as individuals. 23% of staff officers and military observers currently deployed are women, compared to 14% of formed troops (the current goal is 15%). Thus, the lack of women's representation in contingents is likely due to the gendered nature of the roles necessary to form a contingent. While formal UN criteria for contingents may be less than those for military observers and staff officers, gender roles appear to influence what roles women are considered suitable to perform and what roles men are suitable to perform in the context of contingents. Military observers and staff officers may serve in knowledge-based technical functions, while contingents undertake the operational aspects of peacekeeping like providing security, patrolling, responding to riots, advancing counter-terrorism efforts, and so on.

Box 1: Requirements for deployment

For Battalion	For Military Observer	For Professional Secondment
<ul style="list-style-type: none"> • Trade • Profession • Seniority and order of battle (ORBAT) • Medical examination • Basic fitness test (BFT) • The necessary rank is private soldiers and 2nd lieutenant who have served 9 months after passing out of commission. • The minimum age for troops is 21 years. 	<ul style="list-style-type: none"> • Age • Qualification • Seniority • Medical examination • Driving tests • The minimum age requirement for military observers is 25 years • Computer tests 	<ul style="list-style-type: none"> • Medical examination • Video or telephone interview • Online exam (competitive process with all UN member states)

* The maximum age limit set by the UN for Lt. Col. and below is 55 years for peacekeepers. Otherwise, as long as the service man/woman is still in service, he/she can be deployed. Every national armed force has retirement ages beyond which one is required to go on pension and therefore cannot be deployed. However, there may also be age suitability requirements with specific jobs that the applicant must meet to be appointed.

1 | MAIN BARRIERS

There do not appear to be major gender differences in evaluating the deployment criteria

Physical fitness tests are required for all personnel, but sometimes difficult for women to achieve

Physical fitness exams are required (Basic Fitness Test- BFT) for all personnel. Tests are conducted for all, but the required fitness levels are different depending on age and gender. There are no exceptions for women, but the intensity required is less than that of men. About 92% of the survey respondents believed physical fitness was a requirement. About 10% stated that physical fitness was the most important skill needed. Women were more likely than men to state that it is the most important skill. According to open-ended responses among women, they reported that it is too hard to meet physical standards after having been pregnant or undergoing a c-section.

Personnel believe they need a higher rank than what is needed to deploy

The necessary rank is private soldiers and 2nd lieutenant having served nine months after passing out of commission. Within the Army, women's first deployments usually happen when they are lance corporals (49%). For men, they happen when they are private soldiers class 1 (33%). In the Air Force, women and men tend to deploy for the first time when they are at the leading aircraftsman rank. In the Navy, women and men's first deployment usually happens when they are at the able seaman rank. About 26% of respondents thought a certain rank was necessary for deployment.

There is an age requirement for all missions

The minimum age requirement for military observers is 25 years. The minimum age for troops is 21 years. On average respondents thought that the minimum age requirement was 20 years old and the maximum age limit was 48 (as compared to the 55-year limit requirements by the UN).

Respondents believe that a certain level of experience is necessary

About 40% of respondents thought a set number of years of service was a requirement for deployment. On average, they believed that a person needs three years of service before being eligible to deploy. Women thought that the average number of years (four years) was higher than what men thought (three years). About 30% believed that there was no minimum number of service years necessary, which is correct (though there are rank requirements for all deployment categories).

Small arms tests are required for all deployments

Small arms handling and firing tests are required. This is conducted during pre-deployment training. Combat experience, however, is not a requirement. About 72% of respondents thought that small arms testing was necessary for deployment. Women were less likely to think that small arms tests were required. About 46% of respondents thought that combat skills are the most important skill needed for being successful in their job. Women were more likely than men to state this. About 75% of respondents thought that combat/tactical skills were very important for mission success.

Disciplinary record is taken into consideration for deployments

The individual disciplinary record is assessed for deployment eligibility. All those eligible for deployment must be screened and cleared for human rights violations as well as Sexual Exploitation and Abuse (SEA). About 54% of respondents believed that the disciplinary record was taken into consideration for deployment. About 79% of survey respondents said it was very important for personnel to not have sex with the local population.

Driving tests are required for some deployments

Driving tests are requirements for all military observers and staff officers, but not required for troops. About 38% of survey respondents believed that this was a requirement for all three types of deployment. About 42% believe that being able to drive a manual car is a very important criterion for mission success. Women were less likely to think this is very important. This may be because women observers sometimes partner with other observers who drive, or they have drivers when in the mission. Regardless, if women do not think this is an important skill, they may be less motivated to seek out training in this skill set that is often a requirement for deployment.

Computer tests are required for some deployments

Computer tests are not a requirement for troops, but it is a requirement for military observers. About 10% of respondents believed that computer tests were necessary for all types of deployments. About 36% of respondents thought that computer skills were very important for mission success.

The GAF has computer centres (in every garrison). Individuals nominated for staff officer and military observer posts on missions attend computer training at these computer centres if needed. Computer training is for all personnel. However, outside of pre-deployment training, there is no standardized system for sending personnel to receive additional computer training.

Written tests are required for some deployments

Written tests are not a requirement for formed troops. All military observers/staff officers undergo the official mission language tests as part of the induction process. About 13% of respondents thought that written tests were necessary for deployments.

Family considerations are not taken into consideration for deployments

Family considerations are not taken into consideration for deployments. Everyone is eligible for nomination except for those who abstain for family reasons. Less than 1% thought that being unmarried or having no children was a consideration.

There are no foreign language requirements

There are no foreign language requirements. The official language used for peace operations by the GAF is English and all soldiers speak English. Some nominations for military observers/staff officers require French, which would be included in the job requirements. About 15% of survey respondents thought that language tests were required. About 71% of respondents believed that knowing English was very important and 34% thought that knowing French was very important. And, about 42% thought that knowing the local language was very important for the mission's success, with women less likely to think this than men.

Communication skills are not mandatory for deployment with formed troops

Specialized communication skills are not a standard requirement for deployment for formed troops. However, there are standard communication courses to provide special skills in negotiation, listening, conflict resolution, and verbal and non-verbal communication for military observers and staff officers. These courses occur within the context of career courses for officers attending the staff college and KAIPTC and overseas courses. Additionally, Command staff group members and key appointed staff members of formed troop battalions are trained in communication skills (enumerated above) by the Global Peace Operations Institute (GPOI) during phase 1 of the pre-deployment training (staff training). During phase 2, field training, exercises are conducted to allow troops to exercise or practice negotiations, conflict resolution, and de-escalation of situations.

Based on their experience in the field, about 44% of respondents stated that communication was the most important skill for peace operations' success. Men were more likely than women to state this. About 42% said it was very important to work with local men and 39% said it was very important to be able to work with local women. Women respondents were less likely to think it was

very important to be able to work with men. About 68% of respondents said it was very important to be able to work with peacekeepers from other countries. And, 76% said that communication/listening skills were important for the success of the mission. This explains why the GAF pays attention to training in these skills even though they are not requirements for every peacekeeper to meet before being deployed.

Letters of recommendation are not needed for deployments

Letters of recommendation are not needed for UN deployments. Nominations are only made when one meets deployment criteria, there is no additional requirement for letters of recommendation. About 13% thought that a letter of recommendation was required for deployment.

Mismatch between what is needed on the mission and the criteria

Criteria may not match what is needed on a mission for which women may have an advantage

When asking members of the GAF who have previously deployed what the most important skills are for deployment, both men and women have cited communication and conflict resolution skills, with men being more likely to state this than women. Key decision-makers were more likely to report that women were better at communication, negotiation, and mediation than men.

Yet, these are not a criterion for deployment for the UN nor for Ghana (even while pre-deployment training includes communication skills). Women may be disproportionately skilled in these areas due to their life experiences, which could equalize their opportunity for deployment if some of the other skills remain a requirement (i.e. driving or computer) for which they have a disadvantage. Presently the training academy does not teach the skills people think are most necessary for deployment.

Most personnel believe that the right skills are needed for deployment

About 65% of survey respondents said that those who were selected for deployment were selected because they had the right skills.

Of those that did not apply for secondment, 8% thought that they did not have the right skills and so they did not apply.

How the cross-cutting issue areas could affect deployment criteria

Issue area 2 + 9: Gender Roles

Deployment criteria may be impacted by gender roles and stereotypes since women military personnel are more likely to be clustered in gender-typical roles like nursing, medic, cook, and administration while men are more likely to be distributed across roles including combat and tactical roles. Deployment criteria for contingents, in particular, require in larger numbers the skills, training, and roles that military men are more likely to have – while roles associated with women within the GAF are more limited. It is worth highlighting that the survey revealed that both men and women within the GAF identify combat and tactical skills as among the most important for peacekeeping.

Issue area 2 + 10: Social Exclusion

Deployment criteria might also be impacted by social exclusion within the GAF. The assessment reveals evidence of strong masculine norms within the GAF. This may help to explain why (UN and Ghanaian) deployment criteria disproportionately reflect skills to which men have an advantage, rather than a mixture of skills and attributes, some of which are more common in men and some more common in women. Additionally, contingents might have expectations for what it means to be qualified and successful. If the practices that create cohesion are related to gendered skills, then women are likely to be perceived as failing, contributing to their possible outgroup status.



ISSUE AREA 3: Deployment Selection

MED

The deployment selection issue area explores whether women are prevented or not from deploying through a lack of information, a lack of connections to influential decision-makers, and/or because their superiors decide that it is too dangerous for them to deploy.

1 | GOOD PRACTICES

There is a standardized system for allocating personnel calls across the regions

Requests by the UN are allocated to Ghana for formed troops based on their registrations with the UN Peacekeeping Capabilities Readiness System (PCRS). Moreover, vacancies at UN HQ DPO are generally advertised through Ghana's Permanent Mission at the UN and this, in turn, is disseminated to all units for interested officers to apply through a competitive process.

The UN sends requests to Ghana (types and numbers of positions to fill) and the decisions on the allocation of vacancies to respective units are done at the Service HQ of the unit concerned. This is also informed by the Order of Battle (ORBAT) outlined in the memorandum of understanding between Ghana and the UN. The ORBAT is a standardized system to establish the hierarchical organization, command structure, strength, disposition of personnel, and equipment of units and formations of the Armed Forces in general, and for specific areas of operation like a peace support mission. For military observers and staff officers, decisions are made at the service HQs.

Most respondents believe there is a standard method of force generation for peace operations

Of the survey respondents, 76% of them thought that there is a standardized procedure associated with force generation for UN peace operations. This means that the barrier has less to do with haphazard processes and more to do with a lack of information about the standardized process. However, there may be unintended consequences built into the standardized system. In other words, ORBAT will continue to reproduce and reinforce the differentiated career paths reflected by men and women within the GAF by assigning men and women according to their current positions.

Most respondents do not believe there is corruption in the selection process

Most people (66%) thought that individuals were selected because they had the right skills, but 25% thought it was because of favours. Nearly 40% of the respondents said that the recruitment process is fair or very fair, with 42% staying neutral. Women were, however, more likely to say that the process is unfair or very unfair.

UN military observer positions are based on a rotation system

UN military observer positions are not advertised in the GAF. Vacancies received from UN HQ are allocated to the Service HQ based on the job requirements. The Service HQs nominate suitable persons to fill the vacancies based on availability and seniority. The selection of military observers is done through a seniority system. Of those who have deployed, men and women appear to equally be selected for these positions. Of those who had deployed 52% of women said they were selected by their superiors whereas 41% of men said they had.

GOOD PRACTICE EXAMPLE: Portrait of Brigadier-General Felicia Twum-Barima

In 2019 the GAF appointed its second female Brigadier-General, Felicia Twum-Barima. Like her predecessor BG Edjeani-Afenu, BG Twum-Barima comes with a long and successful career within the GAF, having served in 22 positions within Ghana and abroad during her 29-year career. After serving as the Director of Education at the General Headquarters in Accra, BG Twum-Barima was posted as the defence Attaché to the Ghana Embassy in Abidjan, Cote D'Ivoire – her first position as a Brigadier-General. Prior to that, she served as a Staff Officer to UN missions to Ethiopia and Eritrea (2006-7) and Liberia (2010-11). In addition, BG Twum-Barima was among the first women deployed as Military Observers to the UN mission to the Democratic Republic of Congo.

Why do military personnel want to deploy?

About 93% of personnel said they wanted to deploy to a peace operation. Respondents join peace operations to help people (30%), to learn new skills (27%), to advance their career (25%), and for the financial benefit (20%). Women were less likely to say they wanted to join because of career advancement, money, travel, and skills building compared to men.

2 | MAJOR BARRIERS

Decisions about deployments are based on seniority and the vacancy specifications

At the unit level, decisions are based on tied vacancies as well as seniority. Tied vacancies are those appointments that are specific to skills, vocation, trade, or profession. Seniority determines who is most due to be deployed, based on the last deployment. Every unit has a seniority roster and nominations are made according to this roster. These nominations are also dependent on seniority in specific roles. For example, when storemen/women are required, seniority amongst only storemen/women is considered. No one else can be nominated even though they may have higher seniority in a different role. This could disadvantage women given that they are not distributed across units and positions at much as men. In addition, men might be assumed to be more qualified for positions because they have (or are assumed to have) the right skills (for which women may not be trained or may be assumed to lack). Further, because the selection is based on seniority and the roster rotation, women cannot be prioritized for deployment unless the vacancy specifically calls for a woman.

The deployment selection of women is based on whether they are in battalions

The number of women deployed also depends on how many are available in the pool for deployment. Because there are fewer numbers of deployable women, compared to men, women are less likely to be deployed via a battalion. About 52% of women who deployed were deployed via battalion whereas 71% of men deployed via a battalion.

Women are not specifically recruited into battalions, as military observers, or for secondment

No conscious effort is made to limit the deployment of women but rather they are limited by the requirements of the job. Moreover, secondment advertisements do not always encourage women to apply.

Only secondment opportunities are advertised broadly

Only vacancies from UNHQ DPO requesting qualified GAF officers to apply for secondment opportunities are advertised through e-mails, letters, and other military publications. The GAF forwards the applications to the UNHQ DPO for processing and the selection process. Secondment opportunities are sent twice yearly to all units.

Information dissemination about peacekeeping deployment experiences and opportunities

Personal networks are not formalized

There are no informal or formal networks of women soldiers. However, there is a veterans' association of Ghana for both women and men.

Less than half of personnel learn about peacekeeping via organizational communication

Personnel who learn about opportunities learn about them from organizational emails (31%), organizational newsletters (22%), and internal job boards (14%). These were the top three methods for learning about peacekeeping.

Less than half of personnel learn about peacekeeping verbally

About 23% learn about deployment opportunities through their superiors (24% in the Army, 15% in the Navy, and 29% in the Air Force). There are no gendered differences in how men and women learn about these opportunities. However, about 25% of personnel learn about opportunities through word of mouth (21% in the Army, 31% in the Navy, and 29% in the Air Force): if women do not have access to the networks that have information, they may be less likely to learn about peacekeeping or peacekeeping opportunities.

Training academies and mentorships are not used to transmit information

Training academies are not a source of information about peacekeeping. Only 6% heard about peacekeeping opportunities and experiences via associations, 2% heard about peacekeeping at the academy, and 2% heard about opportunities through mentors. This means there is an opportunity to leverage these institutions and mentors to increase information about peacekeeping.

How the cross-cutting issue areas could affect deployment selection

Issue area 3 + 9: Gender Roles

Deployment selection could be influenced by gender roles and stereotypes within the GAF. For example, women may not be as likely to see themselves in certain roles/positions – particularly those related to combat and including specific peacekeeping roles. Gender stereotypes can also contribute to men not seeing women as capable for certain roles/positions. The belief that women are not as suitable as men for a range of operational and tactical positions may thus be linked to deployment selection.

Issue area 3 + 10: Social Exclusion

Deployment selection might also be influenced by social exclusion to the extent that women are less likely to deploy, less likely to be connected to personnel who have deployed, and less likely to be connected to the professions and roles that are most closely linked to deployment needs (combat roles). As a result, servicewomen may have less access to and connection with access to accurate information about peacekeeping and peacekeeping deployment opportunities.



ISSUE AREA 4: Household Constraints

MED

The household constraints issue area explores the impact of having young children, elderly parents or other family obligations on women's ability to deploy to peace operations, as compared to men. This includes whether there is social pressure aimed at women who might deploy.

1 | GOOD PRACTICES

Vacation and holidays during deployments are subsidized

Vacations and holidays during UN deployments are subsidized for formed troops. Soldiers on formed troops missions are entitled to 30 days of annual leave – which must be taken in Ghana. Military observers/staff officers are entitled to leave and compensatory time off as it pertains to the particular mission context – this leave can generally be spent as desired. The GAF also has a policy where individuals are entitled to 42 days of vacation leave per year. About 97% of respondents said that they knew that deployed personnel are allowed to take vacation and holiday to visit family. However, 20% did not know that these are subsidized by the government.

GOOD PRACTICE EXAMPLE: Home-visits subsidized during deployment

In 2017 the Ghana Armed Forces (GAF) adopted a new policy to enable formed troops deployed to UN missions to take their 30-days UN permissible leave at home – in Ghana. Presently the GAF covers return trip airfare, for home-based leave, up to USD 750. Troops deployed on peace operations (PO) are permitted to split their 30 days of home-leave into two 15-day periods, however, the amount provided for airfare remains the same. Any additional costs are borne by the peacekeeper.

The policy change was undertaken in response to a 2016 United Nations Department for Peace Operations (UNDPO) decision to deploy formed troops to peace operations for a period of 12 -months, rather than the previous 6-month period. Initially, and in accordance with the GAF and UNDPO policy based on 6-month deployment periods, troops were permitted to take leave within the mission area, or in nearby countries. Within this policy context, home-leave to Ghana was only permitted for urgent reasons and had to be approved by the military authorities in Ghana. When the deployment period was increased to 12 -months, the leave policy was changed to enable troops the choose the option of home-based leave, but at their own cost. Consequently, most soldiers did not choose to take home-leave. Yet, the first deployment of formed troops for a 12-month period, without subsidized home-leave, resulted in significant and consistent calls for home-leave from troops. Soldiers reported to their Commanders that the lack of contact with their families was contributing to their stress and fatigue in mission and that a 12-month separation from their families was unreasonably long. Mission Commanders also observed a high prevalence of stress amongst soldiers resulting in numerous problems as well as a loss of productivity.

Mission commanders subsequently communicated this message to the military authorities, noting that the stress and fatigue experienced by troops were significantly higher for 12-month deployments, compared to the previous 6-month deployments. There was a call to action and leadership took notice. The Ghanaian military authorities initiated an assessment process and began to collect appropriate information in order to develop an evidence-based policy solution. For example, in-mission surveys were implemented by Commanders in order to formally document the realities confronted faced by soldiers and specifically identify the need for subsidized home-based leave. In addition, the GAF headquarters in Accra undertook a cost-benefit analysis. The “get tough” military approach, as a means to advance effectiveness, was evaluated against performance in mission and on-return. The cost-benefit analysis revealed that the costs associated with stress-related issues during a 12-month mission deployment period outweighed the costs of subsidizing home-leave for formed troops. Consequently, the policy of subsidizing airfare for home-leave to Ghana was adopted and implemented.

The GAF has since observed that under the new policy, troops are performing better, and are better prepared and more willing to be re-deployed. While this policy benefits both men and women deployed on POs, due to the increased responsibilities that most Ghanaian women have with respect to their families, the policy represents an important mechanism for enabling women's participation in POs in Ghana.

There is care capacity at home

It is the norm in the country for extended families to provide childcare during any kind of deployment. It is common for mid-level and high-level income earners (middle-high rank) to have nannies, maids, and household staff. This is about 25% of the force. But individual soldiers with a lower rank (corporal and below) are less likely to have household help. About 72% of personnel said that they have family/extended family who can provide childcare when they deploy. This included 73% of married and 72% of unmarried respondents. Women were more likely to say this. 77% of married women believed this compared to 70% of married men. Among unmarried respondents, 74% of women and 70% of men believed they had extended family who could help provide childcare while they deployed.

The military provides childcare and has its own facilities for childcare and housing

The GAF also has a range of unofficial arrangements to support families. These include the provision of schools that accommodate children from kindergarten through to senior high school. Although these are considered 'military' schools and are primarily available for military families at a lower fee rate, children from the surrounding area are also able to attend. This arrangement exists on the main military camps for both the north and south commands. There are childcare centres and crèches available on these established military bases.²¹ About 24% said that there was adequate childcare or family-care subsidized in Ghana for when personnel deploy and 15% said that it was inadequate. This means that 60% thought that there is no childcare subsidy upon deployment.

With respect to childcare at the in-country peacekeeping training centre, 21% said that there is adequate childcare there, with 26% saying it was not adequate. This means that if there are childcare there, most don't use it or know about it. There were no differences in response based on gender.

There are also unofficial support networks internal to the Armed Forces which are led by a wife of a service member who is elected, the 'magajia' or head woman of the group. This unofficial organisation provides a family support network to help with issues such as health, schooling, and childcare, but it is not funded or directly assisted by the Armed Forces.²² They receive an allowance from their respective unit or informal payment from the unit rather than the GAF.

Finally, no personnel are removed from their official quarter when deployed. The families remain in the same quarter. However, when personnel live in private accommodation, the GAF does not provide housing for the family during deployment. However, a family living allowance is paid to all those who qualify to have official accommodation but live in private accommodation. The family remains where they live. 63% of survey respondents said that this housing was not adequate. There was no difference by gender.

There are benefits for personnel

There is full access to military healthcare for serving personnel, spouses and families, service housing, and a survivor's pension. Personnel and their family receive subsidized housing. About 32% said they received adequate subsidies for housing, and 33% said it was not adequate. There was no difference based on gender.

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Personnel do have flexible work hours and flexibility in geographic location

Personnel are able to take days off as and when required to deal with personal emergencies or family issues. They can have days off for family emergencies and sick leave as well as take partial days off. However, there are no options for flexible work hours, part-time work, or career breaks for either parent. The standard working day is 7:30 am to 1:30 pm. If they are posted away from home, a parent can request to be reposted closer to home which, if possible, will be granted. There are examples of ad hoc local arrangements, dependent on the understanding and inclination of the individual's commanding officer, that allow service personnel time away from work to deal with occasional family problems such as health, schooling, or childcare issues.²³ However, it is not possible to work from home.

There is very little movement of military families between the northern and southern commands. As such, apart from short unaccompanied operational deployments, service individuals are permanently based, providing a relatively stable family environment. However, if families are required to move there is some access to service accommodation if it is available, but there is no compensation for partners if they have to leave their employment.²⁴

Women and men do not think that deployments affect their parenting

A very small percentage of men and women (2-3%) thought that they cannot be good parents if they deploy to a peace operation.

GOOD PRACTICE EXAMPLE: Portrait of Lt. Col. Ernestina Assan and Lt. Col. Vera Quaye

Lt. Col. Ernestina Assan and Lt. Col. Vera Quaye are the first two female Army Paratroopers in the Ghana Armed Forces. They completed their military officer training package, including six weeks of specialized paratrooper training, in 2000. Paratroopers serve a critical function in any Armed Forces. Paratroopers are deployed from fixed-wing aircraft to locations where aircraft cannot land, ground movements are not possible, or at the discretion of command. In addition to their specialized function as paratroopers, Lt. Col. Assan and Lt. Col. Quaye also have extensive experience in peace operations. Both officers have served as military observers and have been part of formed troops. Lt. Col. Assan has been deployed to Côte d'Ivoire, Liberia, Lebanon, and the Democratic Republic of Congo (DRC); and Lt. Col. Quaye has been deployed to Sierra Leone, Liberia, Lebanon, DRC, Darfur, Sudan, and South Sudan. Both Army officers believe that the role of women in peace operations is critical in order to obtain information necessary for mission success, as well as address the needs of communities on the ground. To that end, they believe it is necessary to increase the number of women deployed to peace operations—and to provide women in uniform with the support needed to boost their operational effectiveness and thus improve mission success. In addition, Lt. Col. Quaye and Lt. Col. Assan believe that their international peace operation experience has improved their communication skills overall – which benefits their domestic military service in Ghana.

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2 | MAIN BARRIERS

Family visitation and time off

There are no family deployments or visitations

Some deployments allow family visitations or allow family deployments. However, there are no family deployment options for the GAF. Family visitations to missions are not permissible. Survey respondents agreed with the FFF that family deployments are not an option.

Personnel do not think that the UN stipend is enough for their household

Only 23% of personnel, regardless of the type of deployment, agreed that the stipend from the UN peace operations was sufficient for managing their households. There was no difference between responses from men or women.

Maternal/paternal leave

There is no mandatory paternal leave in the country

There is no mandatory paternal leave in the country and paid paternity leave is not provided.²⁵ About 86% of personnel said they are not aware of a paid paternal leave policy and about 14% said they did not know.

There is a mandatory maternal leave in the country

There is a mandatory maternal leave in the country. It is twelve weeks (three months) fully paid, six weeks antenatal, and six weeks post-natal. Women return to work after this period, although many save up their leave to extend the maternity period for up to four and a half months. There are also ad hoc unofficial local arrangements to extend the leave period further. About 73% said that they were aware of a paid maternal leave policy, but 14% said they did not know if there was one. 20% said there was no paid maternal policy leave. There is no difference based on gender.

Women are more likely to take leave than men

About 51% of women have taken one to three leaves (including but not limited to maternity leave) whereas only 24% of men have. About 71% of men have taken zero leaves whereas 39% of women have taken zero leaves.

There is no national policy for elder care or sick family members

There is no policy for other leave. Based on the survey, men and women have taken sick leave (12%) and family leave (12%).

Women experience missed or delayed opportunities because of leave

In-service training is not available to soldiers on leave, so women may access training opportunities later in their careers than their male counterparts. About 79% said that in-service training was not offered to them when they went on leave. When asked if they felt that they missed out on career-advancing opportunities during leave, women were much more likely to say that they had compared to men.²⁶ About 38% of women said they missed out on career opportunities and 14% of men said they missed out.

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26 Note that the exact wording of the question was: "During this leave or any others, do you feel that you missed out on career advancing opportunities?"

It is not common for fathers to stay at home

It is not common for men to be stay-at-home fathers.

Women's pregnancy inhibits participation

Women are prohibited from deploying on missions if they are pregnant and are routinely tested during pre-deployment training. During pregnancy, servicewomen are considered not fit for deployment and certain other roles. Some courses may not be available to women while they are pregnant, and this can delay promotion opportunities.

There are no arrangements for breastfeeding/pumping for women

There are no rules against breastfeeding in the workplace but there are no special arrangements or designated areas.

Timing of deployments

Women prefer shorter deployments than men

Peace operation deployments are usually one year on average. Men believed that deployments should be on average eleven months whereas women preferred ten months, and this difference with men was statistically significant.

Women are deploying when they are older than their preferred age

Women (and men) believe that the ideal age for deployment is 21. Yet, women are deploying for the first time, on average, when they reach the age of 27 and men when they reach the age of 26. This means that women could start to deploy earlier, and this would be preferable to them. By being able to deploy earlier, women may undergo less social pressure, because many of them may not yet have children or be married.

Women prefer deploying when their children are younger

Personnel thought that children should be 2.5 years old when their father deploys and 4 years old when their mothers deploy. This means that on average both women and men personnel think that women personnel should deploy when their children are slightly older. However, women were more likely to think that children could be younger when both men and women personnel deploy. Yet, the presence of gender-based attitudes and values within the GAF may increase the likelihood of women with younger children (infants and toddlers) declining a nomination for deployment.

Social pressure

Women who have children face more pressure than men who deploy

Some personnel are afraid of judgement or criticism by their family for deploying. About 14% were afraid of family judgement, with no gender difference. Both men and women think that women encounter more social criticism in the form of rumours and gossip than men. For example, over 50% of men and women thought that women encounter social criticism for leaving their children at home when they deploy, whereas only 15% thought that men encounter social criticism for leaving their children and going on a deployment.

Permission

Women may need (unofficial) permission from male heads of household

While it is not a GAF requirement for women to be able to deploy, when asked whether a man should ask permission from his mother/wife before deploying, about 38% of men and women said yes. When asked whether a woman should ask permission from her father/husband before deploying, about 52% of men and women agreed. Moreover, about 19% of personnel agreed with the statement that a man should have the final word about decisions in his home. Women are less likely to think this (17%) than men (20%).

Personnel are willing to talk to their supervisors about household issues

About 44% of men and women said they are willing to approach their supervisors about household issues. There was no gendered difference.

How the cross-cutting issue areas affect household constraints

Issue area 4 + 9: Gender Roles

Household constraints are likely to be directly affected by gender roles and stereotypes. For example, different gender roles and expectations mean that it is seen as more acceptable for men with children to deploy than women and that women wanting to deploy may experience social pressure within the family unit and community to not deploy or encounter social criticism for deploying. Thus, gender roles within the family and community can operate as a barrier for women to deploy.

Issue area 4 + 10: Social Exclusion

Household constraints might also be affected by social exclusion. While there are some informal systems and practices to help mothers feel more included in the GAF through the provision of childcare and support through the magajia system, these roles remain closely linked to women. It is not seen as normal for men to also take on primary caregiving roles by, for example, Ghana does not have paternity leave for men. This places more burden on women to take care of the home and family and may result in excluding women from professional opportunities including deployment.



ISSUE AREA 5: Peace Operations Infrastructure

MED

The peace operations infrastructure issue area assesses whether the lack of adequate equipment and infrastructure prevents women from deploying to peace operations.

1 | GOOD PRACTICES

Ghana hosts a major peacekeeping training centre that is a hub for training

The Kofi Annan International Peacekeeping Training Centre was established in 1998. The curriculum includes the following modules: international peace support operations, conflict management, peace and security studies, negotiations course, election management course, intelligence support for peace operations, UN staff officers course, training course for humanitarian assistance in West Africa, sexual exploitation and abuse, political advisor course for peace support operations in Africa, comprehensive medical support in complex emergencies, disarmament, demobilization and reintegration course, human rights training, hostile environment awareness training, multidimensional peace operations course amongst other.²⁷

Academic programs include Master of Arts Gender, Peace and Security, Master of Arts Conflict Peace and Security, and Ph.D. International Conflict Management.

KAIPTC also offers some pre-deployment training programs, mostly for staff officers and military observers before deployment, but not field training for GAF battalions.

The courses are usually sponsored for the regional bodies, and nominations come from all over Africa, including GAF personnel. The academic programs are paid courses open to the general public and the international community.

KAIPTC is located in Accra close to other military units. Most personnel have to commute to go to the training centre. Most courses are residential and last two weeks. Participants are deployed in units all over Ghana and as such are accommodated on the premises of the centre. Participants have the option to stay at the center or to stay at home. Moreover, it is possible to take public transportation to KAIPTC.

Pre-deployment training is accessible

The pre-deployment training camp for field training is located in Bundase, 70km from Accra. The commute takes two hours for pre-deployment training. Soldiers are provided with transportation to the Bundase training camp from a garrison assembly point – and in fact, soldiers attending training are not allowed to come with their own vehicles.

Men and women have adequate healthcare when on mission

Within missions, those deployed have access to first aid kits at position and sub-unit level, company aid posts at company level, and level 1 hospitals at battalion HQs. Beyond the battalion, the troops have access to level 2 - 4 hospitals.

About 87% of men and women said they had access to adequate healthcare, and only 12% said it was not adequate. About 44% said they had access to adequate mental healthcare and 10% said it was not adequate. There are no gender differences.

Female doctors and nurses deploy with contingents

Women doctors are increasingly deploying with contingents. All contingents have women nurses.

GOOD PRACTICE EXAMPLE:

Portrait of Major Josephine Amoah and Second Lieutenant Memuna Musa

Major Josephine Amoah and Second Lieutenant Memuna Musa are the first two women officers to attend the Royal Military Academy, Sandhurst, United Kingdom in 2009 and 2008 respectively. Prior to their training at the RMA, Sandhurst, positions were (indirectly) reserved for male officers since training was only provided to those who were envisioned to serve in infantry leadership positions. After the course in Sandhurst, Major Amoah received an award as the best Overseas Cadet in Academic Subjects and the best Overseas Cadet in Communication and behavioral science. Following her training at the RMA, 2nd Lieutenant Musa went on to attend the Military Police Basic Officer Leader Course at Fort Leonard Wood, Missouri, USA. Major Amoah has served in two peace operations, MONUSCO and UNMISS, including as a Gender Focal Point. 2nd Lieutenant Musa has also served in two peace operations, MONUSCO and UNMIL.

2 | MAIN BARRIERS

Facilities and Infrastructure

There are separate accommodations and bathroom facilities for women at the pre-deployment training camp, but they are not adequate

At the Bundase training camp, accommodation and ablution facilities for men and women are not up to standards.

There are no specialized accommodations and bathroom facilities for women on mission

During peace operations, facilities should have separate bathrooms and accommodations for men and women. UN missions do not have facilities built with dedicated bathrooms or separate barracks for both genders. Despite ongoing pressure for Ghana to deploy more women, there are currently insufficient facilities available in-mission to deploy more women. GAF high-ranking officers have officially made a recommendation to the UN to increase in-mission facilities for women.

However, as a requirement, commanders of contingents mostly demarcate and allot bathrooms as well as portions of the accommodation facilities to women. Interview respondents said that facilities are especially lacking early in a mission's lifespan and that this makes it difficult to deploy women during this time.

About 46% of men and women said they had adequate bathrooms, but 40% said they were not adequate. About 49% of men and women said they had adequate sleeping quarters, but 43% said they were not adequate. About 73% said they could lock their doors and women were more likely to report that they could.

Uniforms and equipment are not designed for women

Uniforms are not specifically designed for women. Unisex uniforms are issued to all including combat uniforms, warm clothing, and rain suits. Moreover, gear and other equipment are not out-fitted for women. Only about 39% said that their uniforms fit their bodies. Men and women were equally likely to give this answer.

All personnel within a formed troops peace operation are issued with the same kit – the equipment is outlined and required by the UN. However, during the survey, women and men were asked to list the equipment that they received upon deploying to a UN peace operation. Across the board, women were less likely to say they were issued equipment and/or gear – however, men also reported not receiving equipment and/or gear.²⁸ There may have been a misunderstanding in relation to this question, nonetheless, this survey response signals a need for additional inquiry.

Depending on the role performed on deployment, some equipment is not distributed to all troops within a contingent or all military observers and staff officers. For example, this includes radios, crew-served weapons, night vision goggles, binoculars, vehicles, and other crew/platoon/company equipment.

Access to Services

Sexual health services are lacking for both men and women

The GAF currently attempts to deploy one man and one-woman doctor with each battalion. Women and men are also provided with a UN local allowance which can cover women-specific products like sanitary products – but they are not provided with such products. While women and men are both provided with a local allowance, necessary products for women may have greater cost implications. Additionally, about 50% of men and women in the survey said they had access to sexual and reproductive health services in the mission. There were no gender differences. However, women reported seldom having care for obstetrics/gynaecology. This category of care is typically only available at Level II Hospitals at Mission Headquarters (HQ).

Women do not have access to birth control when on mission, but men do

Women were much less likely to have access to birth control in missions. About 53% of women had access to birth control whereas 70% of men had access to birth control. There is however training and education in prevention of STDs. Condoms are made available freely to all.

How the cross-cutting issue areas could affect peace operations infrastructure

Issue area 5 + 9: Gender Roles

Gender roles may influence women's access to specific roles and thus the training and equipment associated with such roles.

Issue area 5 + 10: Social Exclusion

Social exclusion may be contributing to the design and use of unisex uniforms and equipment based on a male standard (size, shape, etc.) since men make up the vast majority of soldiers. Social exclusion may also be contributing to less access for women's healthcare needs, like obstetrics/gynaecology and access to birth control. While sexual relations are officially prohibited in mission, both men and women have access to condoms while women do not have ready access to birth control. In both cases, the predominance of men within the GAF and among leadership and those with decision-making influence may result in limiting the needs and perspectives of women.

²⁸ When asked to list the equipment that they received upon deploying to a UN peace operations, the results of the survey were as followed. **Deployed with a battalion:** ammunition (96% of men versus 84% of women), arm bands (94% of men versus 74% of women), berets (97% of men versus 88% of women), fragmentation jackets (80% of men versus 80% of women), caps (93% of men versus 92% of women), helmets (98% of men versus 88% of women), headscarves (40% of men versus 18% of women), radios (68% of men versus 22% of women), a UN handbook (47% of men versus 34% of women), and a weapon (98% of men versus 86% of women). **Deployed by being selected by superiors:** ammunition (93% of men versus 92% of women), arm bands (89% of men versus 87% of women), berets (93% of men versus 96% of women), fragmentation jacket (85% of men versus 75% of women), caps (93% of men versus 93% of women), helmets (94% of men versus 96% of women), headscarves (35% of men versus 31% of women), radios (63% of men versus 43% of women), a UN handbook (43% of men versus 43% of women), and a weapon (96% of men versus 92% of women).



ISSUE AREA 6: Peace Operations Experiences

MED

The peace operations experiences issue area assesses the impact of (positive and negative) experiences during deployment, including experiences of meaningful participation, on women's decision to redeploy or not, and to encourage or discourage others from deploying.

1 | GOOD PRACTICES

Positive Experiences for Women

Women and men engage in social activities while on mission

Women and men engage in social activities on a daily basis (34%). About 25% of women engaged in social activities once a week and 23% of men engaged in social activities once a week. Only 11% of personnel never engaged in social activities. About 68% said that they gained new friends and social networks as a result of the mission.

Men and women felt prepared for the mission

The survey found that the majority of respondents, 92%, felt prepared for deployment; about 48% of men and women felt VERY PREPARED and 44% felt PREPARED for the mission. There were no gender differences. Only 1% of personnel felt unprepared. The GAF believes that this is because in-service training is of good quality and helps to increase confidence as well as skills and knowledge. In addition, they believe that there is more than ample time to prepare in advance for deployment, which enables those deployed to feel confident, make necessary preparations, and attend mandatory and voluntary training. The GAF reports that in general, pre-deployment training, basic military training, and officer training are considered very high quality.

Men and women gain financially from the mission

About 79% said that the main benefit of the mission was extra allowance. Women were more likely to save this money. Men were more likely to use this to buy a house and pay off debt. With this extra money, 36% of women and men spent some of it on a house, 55% spent some on land, 15% spent some on starting a new business, 45% spent some on their children, 52% were able to give money to family members, and 22% spent some on education.

GOOD PRACTICE EXAMPLE: Portrait of Warrant Officer Logah

Warrant Officer Logah was inspired to join the Ghanaian Armed Forces (GAF) by now Brigadier-General Eljeani whom she saw as a role model for women in leadership and female soldiers. At eighteen years old she joined the GAF to be a soldier, to protect her nation, and defend human rights. Warrant Officer Logah is currently on her third deployment to UNIFIL where she is part of a formed troop that includes 115 uniformed women from Ghana. She is serving in the GHANBATT Tactical Operations Center where she is a patrol leader for both vehicle and foot patrols. Warrant Officer Logah has also been deployed as part of a formed troop battalion to UN missions in Liberia (2005), Cote d'Ivoire (2007), and the DRC (2015). She was the first female soldier in the GAF to attend the Africa Senior Enlisted Leader course hosted by the United States Africa Command in Stuttgart, Germany. In Ghana, Warrant Officer Logah is the first female drill instructor at the Ghana Military Academy where she is also the NCO responsible for female cadets.

2 | MAIN BARRIERS

What are the major problems during deployments?

The major problems in the mission reported by both men and women included food (56%), homesickness (32%), lodging/hygiene (27%), unsafety in the country (21%), and problems with locals (20%).

Women were less likely than men to experience a driving accident, health problems, discomfort in their job as peacekeepers, problems with locals, issues with payment, unsafety in the country, and problems with lodging//hygiene. However, women may be more likely to experience relationship problems than men. Women also complained of fewer problems than men. On average, they only complained about two issues whereas men complained about three.

Few women participate in women's networks and mentoring while in mission

Only about 30% of women reported participating in women's networks while in the mission.

Women's roles were less likely to match their skill than men

About 73% of women said their role in the mission matched their skills, whereas 85% of men said that it did.

Men and women could not leave their base when they wanted

About 92% of men and women personnel could not leave their base when they wanted. About 87% of men and women needed an escort to leave. Only 38% had access to a vehicle. None of these differed between men and women.

The GAF engages in a variety of tasks, but women are less likely to participate

According to the FFF, women are less likely to participate in civil-military relations or civil-military cooperation activities carried out during peace operations. This includes quick impact projects (QIPs) like the construction of schools, and public places and medical outreach and hospital services provision to locals. Only members of those units tasked with the project took part. Women only participated if they were in that particular unit, in which they tend to be underrepresented. In addition, women were also less likely to participate in driving, community outreach, teaching, and mentoring than men. But women were more likely to engage in cooking than men.

Most men and women feel that some personnel in the mission are not treated with respect

When asked which groups of people are treated with less respect in UN peace operations, 48% of men and women said that everyone in a mission is treated with respect, with 45% of women saying so compared to 50% of men. About 33% thought that younger/junior staff are treated with less respect. About 14% thought that those from developing countries are treated with less respect. About 9% thought that the local civilians are treated with less respect and 6% thought that local staff are treated with less respect. And about 8% thought that women are less respected.

Men and women have experienced different forms of harassment during mission

About 16% of men and women have heard jokes about women. Women were more likely to hear about jokes made about women (20%) compared to men (12%). About 23% have heard about jokes made about physical appearance and 20% have heard about jokes being made about sexual orientation. About 48% have not heard any jokes made about colleagues' personal characteristics.

Moreover, 19% of men and women have received unwanted texts while on the mission. About 25% have been criticized for not fulfilling their family duties; 20% have experienced name-calling; 14% have experienced unwanted picture sharing. About 55% have not experienced any harassment. Men and women were equally likely to report these experiences.

Men and women report discrimination in the mission

Men and women have experienced or witnessed favouritism in the mission based on friendship (42%), family relations (30%), ethnicity/race (26%), religion (23%), or being a man/woman (22%). About 44% did not experience or witness discrimination. About 60% of respondents said that these experiences occurred in a peace operation.

Men and women have heard of the negative experiences of others

About 84% of men reported having heard of men having a negative experience on a mission. About 74% of women had heard of women having a negative experience in a mission. About 19% of these men and women were affected by hearing about these experiences.

What are the major problems post- deployments?

Men and women experienced different challenges when they returned

The biggest challenges were personal relationships (17%), physical health problems (11%), problems with spouse/family members (9%), problems with cheating (7%), divorce (5%), boredom (7%), and rumours (7%). About 52% said they did not experience any problems. Women were less likely to experience problems with their spouses, family members, and friends. But they were more likely to face challenges with rumours spread about them upon return.

How do military personnel overcome challenges?

There is little help with the transition back from deployment

About 36% of men and women said that no one helped them reintegrate back into Ghana after deployment. Men were more likely to say that the UN helped them (33%) compared to women (23%). About 5% said that the GAF helped them transition back and 4% said their supervisors helped. About 21% of respondents said that family helped them transition.

How the cross-cutting issue areas could affect peace operations experiences

Issue area 6 + 9: Gender Roles

Peace operations experiences can be affected by gender roles and stereotypes by limiting women's access to a full range of experiences and opportunities in mission. For example, women are less likely to have the opportunity to participate in CIMIC quick impact projects and in general, less likely to participate in community outreach, teaching, and mentoring while they are more likely to participate in cooking.

Issue area 6 + 10: Social Exclusion

Peace operations experiences can also be affected by social exclusion through unwanted jokes and comments that target women and can contribute to exclusion and social isolation in a mission. This can result in women feeling unwelcome and unwanted in the mission and therefore contribute to having a negative experience. While women were not identified as the sole targets of these jokes on a mission, their disproportionately small numbers may translate into a disproportionately greater experience of social exclusion and the perception of out-group targeting.



ISSUE AREA 7: Career Value

LOW

The career value issue area measures whether peace operations help the careers of military personnel. This, in turn, affects whether or not men and women are likely to deploy and redeploy. Women who have deployed may choose not to redeploy if it is not advantageous to their career prospects.

1 | GOOD PRACTICES

There are many honours given to peacekeepers in the country

Medals are awarded in every mission. The peacekeeping medal is awarded to soldiers who have served in peace operations such as the ECOMOG.²⁹ The medal for gallantry is awarded to an officer recommended by the Armed Forces Council (AFC) to the Service Commander for an act of gallantry.³⁰ The Order of the Volta Star is the medal that the Head of State, on the recommendation of the Armed Forces Council, awards to personnel in recognition of dedicated service.³¹ A Civil Division medal is awarded to a military officer who distinguishes him or herself during a secondment to a department in the Civil Service.

There is an annual peacekeeping day

The national peacekeeping day is aligned with the International Day for UN Peacekeepers, on May 29th yearly.

There is a monument dedicated to peacekeeping

The country has a monument dedicated to peacekeeping at Burma Camp in Accra.

Peacekeeping is a part of the national security agenda

UN peacekeeping is a part of national security considerations, but Ghana's internal security and protection of territorial integrity are the main priority of the GAF. Regional peace is critical for Ghana's internal security.

Peacekeeping stories are featured in the media

Positive stories related to peacekeeping feature in internal military communications, military magazines, military newsletters, and other public communication material.

Women personnel have role models

Women soldiers have role models in the military such as Brig Gen Afenu Edjeani, Major Mercy Addo, Capt Esther Vivian Sowah, Capt Rosemund Lutherodt.

²⁹ Canada: Immigration and Refugee Board of Canada, Ghana: Recruitment criteria for the Ghanaian Armed Forces (age, preferred educational, professional or ethnic profiles, promotion, practice of rewarding individuals with positions in the army), 1 June 1999, GHA32053.E, available at: www.refworld.org/docid/3ae6aad68c.html [accessed 24 February 2020]

³⁰ Canada: Immigration and Refugee Board of Canada, Ghana: Recruitment criteria for the Ghanaian Armed Forces (age, preferred educational, professional or ethnic profiles, promotion, practice of rewarding individuals with positions in the army), 1 June 1999, GHA32053.E, available at: www.refworld.org/docid/3ae6aad68c.html [accessed 24 February 2020]

³¹ Canada: Immigration and Refugee Board of Canada, Ghana: Recruitment criteria for the Ghanaian Armed Forces (age, preferred educational, professional or ethnic profiles, promotion, practice of rewarding individuals with positions in the army), 1 June 1999, GHA32053.E, available at: www.refworld.org/docid/3ae6aad68c.html [accessed 24 February 2020]

GOOD PRACTICE EXAMPLE: Portrait of Brigadier-General Edjeani-Afenu

Brigadier-General Edjeani-Afenu, the first woman of her rank in the GAF, was appointed Deputy Force Commander to MINURSO in September 2019. BG Edjeani-Afenu was commissioned into the GAF in 1980 as a Second Lieutenant. Her entire career is that of a trailblazer – nearly all of her leadership positions, including Commanding Officer at the Forces Pay Regiment, Deputy Military Advisor at the Permanent Mission of Ghana to the UN in New York, represented a first for women in the GAF as well as her promotion as the first female Brigadier General in 2016. In addition to serving as the Deputy Force Commander to MINURSO, she also participated in Peace Support Operations in UNIFIL (1994 and 1998), MONSUCO (2007), and UNMIL (2009) and served as a Military Observer between 2003-4 in MONUSCO where she was the first female Team Leader in that mission.

Personnel were recognized for their achievement by the GAF when they returned

About 57% said that the GAF recognized them upon their return. About 9% said the government recognized them, 4% said their community recognized them, and 1% said the media recognized them. About 27% said that no one recognized them upon their return. Women were more likely to report that they did not receive recognition. 38% of women did not receive recognition compared to 19% of men.

Formal recognitions include the following:

- UN Medal awarded to all participants. A medal Day Parade is organised in mission. This parade is attended by a medal day delegation made up of senior officers led by a service commander (Army, Navy, Air Force Chiefs) or the Chief of Defence Staff (CDS) to recognise the contribution of the troops to peace.
- Welcome parade reviewed by a Senior Officer (Colonel or above) on arrival.
- Mission accomplishment parade. This is organised in Ghana when troops return. Not all members of the battalion attend this parade. It recognises all participants of the mission and the media is invited to publish about the accomplishment of the battalion.

Personnel do not feel an opportunity cost to deployment

According to the survey, only 6% said that they felt that they missed out on opportunities because of peacekeeping deployment. Women were not more or less likely to say this. This means that the opportunity cost of deployment is low.

GOOD PRACTICE EXAMPLE: Peace operations deployment leads to new skills and increases advancement potential for Ghanaian soldiers, including women soldiers

Deployment of formed troops to peace operations provides greater opportunities for cross-training and cross-working than soldiers typically have in-country. Formed troops often return from deployment with broader skill sets and working experience than required for their primary functions within the GAF.

For example, Colonel William Nortey, who commanded Ghanbatt 84 in the UNIFIL mission (Jun 1017-Jul 2018), committed to cross-training soldiers under his command, partly because more women had been assigned to his battalion than his Order of Battle (ORBAT) permitted. Many female soldiers in the formed troop required new skills to be fit for purpose in mission. The cross-training provided included capacitating female soldiers as drivers, guards, operations assistants, patrol commanders, and cooks; and capacitating male soldiers to serve as cooks and waiters. While this was not immediately welcomed by all-male troops, the result was positive. Ultimately, both male and female soldiers recognized that cross-training and cross-working could contribute to their re-deployment eligibility as well as their advancement potential within the GAF.

Lt. Col. Abbas Atuluk, Commanding Officer of the current GAF Battalion in UNIFIL with 116 female soldiers (approximately 14%), has trained all personnel, men and women, for the primary roles required in the area of operation. In this context, women, who are usually coming from combat support and combat service support units, have been trained for patrolling, observation posts, and guard duties amongst others. This initiative facilitated the deployment of female soldiers to forward positions.

In addition to cross-training, soldiers in peace operations work with colleagues from all over the GAF, as well as soldiers from other countries and civilians within the host country, giving them international exposure and contributing to improve their communication skills.

Back in Ghana, Commanders consider positive performance evaluation reports from peace operations to assess soldiers on subjective criteria. While promotion within the GAF does not specifically consider peace operation deployment, effective performance and proficiency in military skills are taken into consideration for promotion, alongside promotion examinations and trade tests.

Hence, deployment in peace operations provides the GAF soldiers with opportunities to develop new skills. In addition, female soldiers get the opportunity to fulfil forward roles that they did not get the opportunity to access in-country. As such, deployment in peace operations could be a positive factor enabling more women to access and succeed in leadership positions.

Personnel think that peace operations help their career

About 51% thought that deploying to peace operations helped very much to advance their career. There were no differences between genders. About 20% thought that peace operations somewhat helped advance their career. Only 7% said that peace operations did not help them advance their career at all. About 61% said the main benefit they received was career advancement, 7% said they rose in rank, and 81% said they learned and gained new skills. There were no differences between men and women in these responses.

Most personnel will receive a pension

Enlisted personnel are entitled to receiving a pension as well. Officers must serve for 12 years before they are entitled to receive a pension, but 30 years of service is the maximum that anybody can serve in the military.³²

32 Canada: Immigration and Refugee Board of Canada, Ghana: Recruitment criteria for the Ghanaian Armed Forces (age, preferred educational, professional or ethnic profiles, promotion, practice of rewarding individuals with positions in the army), 1 June 1999, GHA32053.E, available at: www.refworld.org/docid/3ae6aad68c.html [accessed 24 February 2020]

2 | MAIN BARRIERS

Peacekeeping mission experience does not help climb rank

According to the FFF, peace operations do not advance one's career or rank. Promotions are decided by time, conduct, and promotion examinations in some cases. Peace operation deployment is not a criterion for achieving a higher rank. Peace operation deployment can delay promotion since personnel cannot sit for promotion examinations until they return. The personnel concerned does not, however, lose seniority if they submit an inability certificate.

How the cross-cutting issue area 9 affects career value

Issue area 7 + 9: Gender Roles

Career value may be impacted by gender roles and stereotypes inasmuch as women are more likely to learn new skills and receive cross-training in a mission than during domestic service. This will not further their careers, however, unless they have the opportunities to apply these new skills in a broad range of roles once they return home and unless the skills are acknowledged and rewarded.



ISSUE AREA 8: Top-down leadership

MED

The top-down leadership issue area explores the impact of political will among those in influential positions (or lack thereof) on women's deployment and meaningful participation in peace operations.

1 | GOOD PRACTICES

Senior leaders in the GAF have made a national commitment to increasing the number of women peacekeepers in the military

The GAF have made a commitment to respond to UNSCR 1325 and the UN Gender Parity Agenda 2018 to 2028. The GAF also operate under the umbrella of the National Gender Policy. In addition, a Gender Equality Strategy is currently being formulated on the basis of the Ministry of Defence Gender Policy and UN guidelines, but it has yet to be promulgated and implemented in the GAF.

Ghana has established a Gender Ministry to oversee gender mainstreaming and equality

Ghana created the Ministry of Women and Children's Affairs (MOWAC) which was established in 2001 and then changed its name to be the Ministry of Gender, Children and Social Protection in January 2013. This ministry does not participate in national security councils, but it does partake in other oversight structures such as the Human Trafficking Management Board in Ghana.³³

Ghana has a UNSCR 1325 NAP

In 2010, Ghana adopted a National Action Plan on Security Council Resolution 1325, and later a three-year implementation plan (2012-2014). An updated NAP was validated in 2019 and launched in 2020.

There is a national legal framework for addressing SEA

SEA offences fall under offences in Armed Forces Regulations volume 2 (Discipline) in the Armed Forces Act 1962, Act 105. Also, the Ghana Armed Forces subscribe to the UN Zero Tolerance for Sexual Exploitation.

There is a SEA reporting procedure

Anyone who receives a SEA complaint is under obligation to report to the nearest authority immediately. The report goes through the following chain of command: report to the contingent Commander - Head of Military component is notified - Head of Mission notified - report sent to UNHQ, who in turn notifies the TPCC (Ghana) - National Investigator appointed by the TPCC - investigations completed in three months. All reports go through the chain of command.

Senior leaders have disciplined violators of SEA

The GAF has four cases of allegations that have been or are being investigated by the UN.³⁴ Cases of SEA as well as any disciplinary procedure, are investigated (Boards of Inquiry) in mission, the suspect is repatriated and eventually charged and tried in accordance to the Armed Forces Regulations Vol 2 (Discipline) and the laws of Ghana.

The GAF makes public those who have gone on trial

The convening order for the Board of Inquiry (investigation) is published in Part II Orders, which all unit personnel are expected to read, and the trials are also published. These are more often than not limited to one's unit. However, the outcome of the trial is published in one's military records.

Senior leaders have taken gender courses

Following the Beijing Platform for Action in 1995, there was a strong national push to advance the status of women in Ghana and to include more women in all sectors within Ghana – including the Ghana Armed Forces. This resulted in a number of GAF leadership participating in trainings, seminars, and workshops on gender, within and outside of Ghana. However, while topics like gender are included in the UN Standard Generic Training Modules (UNSGTM) for pre-deployment, there is currently no institutionalized training course or educational programming on gender, gender equality, or gender mainstreaming for officers or non-commissioned soldiers. Courses are offered at KAIPTC, and there are also ad-hoc trainings offered at the training academy – but no standardized curriculum on the topic is required for either officers (as a part of advancement or otherwise), or non-commissioned soldiers other than pre-deployment.

Senior leaders have publicly stated the importance of gender mainstreaming

For example, the GAF recently held a celebration to honour 60 years of women in the Armed Forces. This included:

- A march in which the conclusion included an opening address by the CDS highlighting the on-going importance of women in the Armed Forces;
- Remarks from the Hon. Akosua Frema Osei-Opare, the Chief of Staff at the Presidency, Representing the president as The Guest of Honour, who presented awards to women who excelled in the GAF;
- A goodwill message from the CDS stressing the need for gender mainstreaming in order to eventually see women performing many more roles including operational ones.

In addition, under GAF leadership, the Charter for the Gender Advisors Office has been established and will subsequently involve a series of workshops and seminars for senior leaders.

There are female trailblazers

The most famous woman trailblazer is Brig. Gen. Afenu Edjeani, who was the Deputy Force Commander for MINURSO. She is known by most women in the GAF because she was appointed the first woman Brigadier General. BG Edjeani led the celebration of GAF women at the 60th anniversary held in 2019. 92% of those who personally knew the first woman to deploy on a peacekeeping mission believed that she helped to promote the careers of other women in peace operations.

GOOD PRACTICE EXAMPLE: Portrait of Wing Commander SY Agbenyefia

Wing Commander SY Agbenyefia represents another important woman role model and trailblazer within the GAF. She was first deployed as a helicopter pilot to UNOCI in 2006, and again in 2010. During her second deployment fighting broke out between the government and the Forces Nouvelles (FN). As a result, the UNOCI Force Headquarters (FHQ) was on lockdown – yet, Captain Agbenyefia had to support the transfer of supplies and personnel in and out of the FHQ. During one of these flights, Captain Agbenyefia proved her competence and calm when her helicopter developed an engine fault that required her to make an emergency landing. She successfully piloted the aircraft to an open field across the border where she radioed for help on landing.

Senior leaders are approachable

Most respondents find senior leaders approachable. About 86% of men and women feel that they can approach their superior officer when it comes to training. About 66% of men and women feel that they can approach their superior officer about peace operation deployments. About 75% of men and women feel that they can approach their superior officers about inappropriate behaviour from their peers.

GOOD PRACTICE EXAMPLE: Portrait of Captain (Ghana Navy) Faustina Anokye

Captain (Ghana Navy) Faustina Anokye is the highest-ranking Naval Officer in the Ghana Armed Forces. She joined the Navy 24 years ago in search of a job that would make her feel proud and provide security. Captain (GN) FB Anokye completed military academy in Ghana and thereafter did her sea training first onboard the GNS SEBO, a small ship without separate quarters for men and women. She was subsequently transferred to the GNS ACHIMOTA, the Naval flagship at the time (1997). The GNS ACHIMOTA was deployed to Liberia during the war and as a result, Captain (GN) Anokye was the first woman to serve on board a warship in the GAF and the first female Naval officer to be deployed to a war zone in the West African Sub-Region. She attended officer training school at the British Royal Naval College in Dartmouth, UK, and served on the HMS BRAVE which was deployed to the Falkland Islands (1998). She has been deployed on two peace operations, first to Ethiopia and Eritrea (UNMEE) in 2004 and later to Liberia (UNMIL) in 2008. In addition, she has been a part of government Medal Day military delegations to the Democratic Republic of Congo, Côte d'Ivoire, and South Sudan. Captain (GN) Anokye is currently the Director of the Civilian Establishment of the Ghanaian Armed Forces where she is in command of about 7,500 civilian employees working for the GAF across Ghana. She is committed to continuing her career of “firsts” and aspires to be the first female Naval Commodore.

1 | MAIN BARRIERS

The military is not included in the National Gender and Children's Policy

Unlike the police, the Armed Forces are not considered an institutional partner in the implementation of the National Gender and Children's Policy.³⁵

A gender perspective has not been integrated into the code of conduct within the GAF

Neither a specific institutional gender policy nor a sexual harassment policy, nor any evidence of attempts to integrate a gender perspective into the code of conduct could be identified by researchers. However, directives are periodically issued by the leadership on gender-related conduct and discipline matters.

Non-pre-deployment gender training among members of the military is limited

Most of the training on gender comes from the pre-deployment training sessions. About 47% said they received gender training from pre-deployment training. Women were more likely than men to state this. About 38% said they had gender training from both pre-deployment and outside of it. Women were less likely than men to say this. And 11% said they received gender training outside of pre-deployment training.

On average, personnel have taken one gender course/training in their career. Women were less likely to take a gender course/training than men.

About 31% said that they took a gender course during basic training. There was no difference between men and women respondents.

Most gender training comes from the mission. About 94% of personnel had undergone gender training while in the mission. There was no gender difference.

Senior leaders do not have gender coaches

According to the FFF, senior leaders have not had gender coaches. However, 34% of survey respondents reported that there are gender coaches, advisors, or divisions within the GAF to provide advisory support. A Gender Policy Advisor was recently appointed for the first time to the Chief of the Defence Staff (2020).

GAF personnel must go through the civilian system when it comes to domestic violence

Ghanaian service personnel must use the civilian justice system through the police and civil courts in cases of domestic violence. However, there is a Domestic Violence and Victim Support Unit within the Ghana Police Service. If the incident occurs within the jurisdiction of the Armed Forces, the victim also has recourse to military justice. The Armed Forces have a counselling unit with access to a legal department and recognise that complaints may proceed through the military unit and/or to the civilian police. A civil court conviction will result in penalties according to applicable laws and can also result in dismissal from service as a consequential punishment. Military justice penalties can include courts martial (a specific court of jurisdiction), military custody, and dismissal from the service. However, as there are no documented examples of handling of domestic violence within the forces, it is difficult to assess how well the process might work in practice.³⁶

Senior leaders have not publicly shamed violators of SEA

There are no public reports of senior leaders publicly shaming violators of SEA.

35 Kwesi and Sjöberg, op. cit.

36 issat.dcaf.ch/download/115436/2107287/Ghana-Human-Resource-Defence.pdf

Personnel have not served under women's leadership in UN peace operations

Only 6% of personnel had served under a female commander during a UN peace operation.

Most personnel do not know about UNSCR 1325

Only about 38% of personnel had heard about UNSCR 1325, 57% of whom were able to correctly describe it. There was no difference based on gender in the responses.

The majority have never seen a gender toolkit/gender tools

Only about 29% of personnel have seen gender tools/toolkits.

Senior leaders are less likely to reach out to men about gender training

Only 15% of respondents said that their superiors had reached out to them regarding gender training. Women were much more likely to be approached about gender training (27%). Only 5% of men had been approached.

Personnel did not serve in leadership roles related to gender while on mission

Only about 9% of personnel served as gender focal points while in the mission. Women were much more likely to serve as one (12% of women versus 6% of men).

Few women know women peacekeeper pioneers

Only 16% knew women who had first deployed. Women were more likely than men to know them (about 21% of women compared to 12% of men).

How the cross-cutting issue areas could affect top-down leadership

Issue area 8 + 9: Gender Roles

Top-down leadership in support of women's meaningful participation could be limited as a result of a lack of institutionalized courses and training programs on gender, gender equality, and gender mainstreaming. Moreover, gender training is not required for advancement or promotion training. Together this may signal the influence of gender roles and stereotypes, by limiting training (and discussion) that could support men and women within the GAF to expand their understanding of gender roles and recognize the influence of gender stereotypes (e.g. GBV, implicit and explicit bias, etc.). It is particularly important that senior leaders receive training on gender, gender equality, and gender mainstreaming, yet men in leadership are much less likely to be approached to take these courses. This places the burden on women in leadership to promote the integration of a gender perspective, thus perpetuating the stereotype that these are "women's issues". Men and women in leadership are, however, equally responsible for ensuring women's equal participation in the GAF and UN deployments.

Issue area 8 + 10: Social Exclusion

Top-down leadership may also be affected by social exclusion to the extent that the vast majority of leaders within the GAF are men (and thus women are largely structurally excluded). This can result in limiting the awareness of leadership concerning the needs and perspective of women – while also limiting a broader understanding of the importance of expanding gender roles and limiting gender stereotypes.



ISSUE AREA 9: Gender roles

HIGH

The gender roles cross-cutting issue area explores whether the prevalence of gender stereotypes and gender-based bias influences the number of women deploying and their ability to meaningfully participate in peace operations. We assess this by looking at the degree to which women and men hold traditional roles within the GAF (and in the family) and their views about the roles that men and women play in society and within the GAF. We also assess the degree to which a gender protection norm exists in the institution. This means we assess whether men and women continue to feel that women must be protected from danger.

1 | GOOD PRACTICES

Gender Stereotypes

No gender discrimination cases have been filed against the GAF 

There are no gender discrimination cases in the court related to the military. There have been no formal complaints related to discrimination against the GAF.

There are gender discrimination laws in the country 

The 1992 Constitution of Ghana provides for the protection of fundamental Human Rights and Freedoms as well as Equality and Freedom from Discrimination on grounds of gender. Ghana's 1992 Constitution contains a number of guarantees relevant to women's right to full and equal participation within the Armed Forces: that a person shall not be discriminated against on grounds of gender; paid maternity leave; childcare; guarantees of equal rights to training and promotion; and guarantees the State shall take all necessary steps to ensure the full integration of women into the mainstream of the economic development of Ghana.

It is common for women to drive vehicles in the country 

Women in Ghana drive vehicles.

Women are less likely to think that gender identities are defined by having children 

About 21% of men thought that men need to have children to be considered a "real" man. Women were much less likely to think this (12%). Moreover, 17% of men thought that women need to have children in order to be considered a "real woman." Women were less likely to think this (9%).

Gender protection norm

Rules about mobility are not gendered 

There are rules and restrictions for troops. The Commanding Officer issues Command Policy Guidelines and SOPs for all to follow. This is complemented by UN SOPs, codes of conduct, and conduct and discipline rules. Moreover, women do not need a male escort to travel outside the compound. The rule in the Area of Operation (AO) is that no peacekeeper goes out alone. At least two must go out albeit with permission. This is not gender-based. All movement within the AO must be permitted by the Commanding Officer. Movement outside the AO is controlled by mission HQ. All drivers require a UN Driving Permit to be able to drive in the AO. All have to pass UN driving tests for the permit to be issued. Only personnel designated as drivers are issued with permits with formed troops. All military observers and staff officers must hold UN Drivers Permit lest they cannot be deployed within the AO.

Very few women are deterred by safety concerns of missions

Only 3% of women said that safety concerns were the main problem in missions and men were equally likely to respond in the same way. Women were less likely than men to experience safety concerns in missions. About 14% of women experienced issues with safety whereas 26% of men faced safety concerns.

2 | MAIN BARRIERS

Gender stereotypes

Stereotypes about women and the gender protection norm were present fifteen years ago

In a survey from 2006,³⁷ 57% of respondents supported the integration of women in combat and leadership duties in peacekeeping, and 11 % were uncertain about whether women should be integrated into leadership and combat duties in peace operations. With regards to combat duties, 44% of respondents were of the view that women's employment would not have any negative effects on the ability of the military to defend itself during peace operations. Another 44% of respondents did not favour women in combat responsibilities and 12% were uncertain. Thirty percent (30%) of men were optimistic that women could be effective in combat duties if they were given the same training and motivation. 58% of men disagreed that women should be included in combat duties and 12% of men were neutral. In sharp contrast, 68% of women were optimistic that they could be as effective in combat duties as their male counterparts if they were given the training and motivation.

No women currently serve as commanding officers, although some women are heads of directorates

Currently, women do not serve as commanding officers, although there have been some in the past. Some women currently serve as heads of directorates in the past, but there are currently no women who head departments.

Women are not likely to serve in stereotypically masculine roles such as combat roles

More recently the GAF began posting women to fulfil combat roles as officers. The first women officers were posted in combat roles in the army in 2017. In the Air Force and Navy, women were trained and posted into combat roles in 2000 and 2012 respectively. Women infantry officers performed the roles of platoon commanders, women Air Force officers performed the roles of pilots and air traffic controllers, and the women Navy officers performed the roles of executives (pilots) and technical officers (engineers). Before that, women served in combat support and combat service support roles which include administration, logistics, information technology, public relations, medical, education, and military police as well as signaling and communication. However, women are disproportionately represented in roles like cooks, waitresses, clerks and in the context of humanitarian work. Men also serve in these roles but are underrepresented based on their proportion in the military.

Women were much less likely to engage in operational activities

About 47% of women said they engaged in operational activities whereas 75% of men said they did.

37 Afrim-Narh, A.T., (2006). "Gender Integration and International Peacekeeping: The Case Study of the Ghana Armed Forces." Thesis for MA Degree from Oslo University.

Some men soldiers do not think women are capable of tactical operations

Women were much more likely to think that they are capable of tactical operations than men. About 23% of men thought that women were not capable of tactical operations compared to 7% of women who thought that they were not capable. This is compared to 2% of men and 5% of women who think that men are not capable of tactical operations. The belief that men are better at combat was also reported by key decision-makers in interviews.

Some men personnel think men make better leaders

About 37% of male personnel thought that men make better political leaders than women whereas 14% of women personnel thought that men make better political leaders than women.

There are gender stereotypes about who should respond to different incidents in a peace operation

Survey respondents appeared to use gender stereotypes to decide whether men or women peacekeepers should respond to different situations and security events in a peace operation.

About 54% of personnel thought that women peacekeepers should engage with women/children in conflict zones, 15% of personnel said that men peacekeepers should engage with women/children in conflict zones, and 31% of personnel said that both men and women peacekeepers should engage with women/children in conflict zones. Women were more likely than men to think that women peacekeepers should engage in work with women/children in conflict zones. Women were also less likely than men to think that men should engage with women/children in conflict zones.

About 32% of personnel thought that men peacekeepers should engage with refugees in camps, 21% of personnel thought that women peacekeepers should engage with refugees and 47% of personnel thought both men and women peacekeepers should engage with refugees. Women were more likely than men to think that women peacekeepers or both women and men peacekeepers should engage with refugees. Women were also less likely than men to think that men should engage with refugees.

About 50% of personnel thought that men peacekeepers should train the local military, 4% of personnel thought that women peacekeepers should train the local military, and 46% of personnel thought that both men and women peacekeepers should train the local military. Women were more likely than men to think that women peacekeepers or both women and men peacekeepers should train the local military. Women were also less likely than men to think that men should train the local military.

About 52% of personnel thought that men peacekeepers should respond to riot situations; 3% of personnel thought that women peacekeepers should respond to riots, and 45% of personnel thought that both men and women peacekeepers should respond to riots. Women were less likely to think that men peacekeepers should respond to a riot situation and more likely to think that both men and women peacekeepers should respond to a riot situation.

About 54% of personnel thought that men peacekeepers should respond to a terrorist situation; 5% of personnel thought that women peacekeepers should respond to a terrorist situation, and 41% of personnel thought that both men and women peacekeepers should respond to a terrorist situation. Women were less likely to think that men peacekeepers should respond to a terrorist situation and more likely to think that both men and women peacekeepers should respond to a terrorist situation.

About 31% of personnel thought that women peacekeepers should type situation reports; 11% of personnel thought that men peacekeepers should type situations reports, and 59% of personnel thought that men and women peacekeepers should type situation reports. Women were less likely than men to think that men peacekeepers should type situation reports.

These survey results illustrate the extent to which gender stereotypes are present within the GAF and signal the possibility that such stereotypes may result in gender-based bias in the preceding eight issues areas.

Gender protection norm

There is confusion about dangerous missions

Some decision-makers said that women are not allowed at all to be deployed to “high risk” missions, particularly Mali, while others said they could be deployed but weren’t likely to be deployed because they don’t have the right trade or skills. Some said Ghana decided which missions were high risk and some said it was determined by both Ghana and the UN.

Women do not participate in the same missions as men

According to the FFF, men and women deploy to all missions. Women initially did not deploy to Liberia or Lebanon, but subsequently, they have. But, according to the survey women were less likely to be deployed to Liberia, South Sudan, and Lebanon. No women who were surveyed had served in Darfur, Mali, Chad, or the Golan Heights. Women want to deploy to all the different missions, which means that they do not hold stereotypes about the types of missions to which they should deploy.

Women are less likely to be in combat roles

Women are not officially prevented from participating in combat. However, women are not usually deployed in combat roles since most are not trained in that role. However, women are expected to perform combat roles in defence of their base camp and on behalf of civilians. Combat training for women in the GAF has begun but those trained so far are yet to be deployed in combat roles. Women engage in combat support and combat service support. This includes medical, logistics, signal, and finance. Some are also deployed for base/camp security, observation posts, and patrol duties in some of the missions. In the survey, 75% of men reported engaging in operational activities while on a mission, compared to 47% of women.

Women are still restricted from combat roles in dangerous missions

Women are usually restricted to combat support and combat service support roles, especially in high-risk missions. Their level and field of training and the GAF restricts them to these roles. They also compete with men trained in similar roles based on seniority.



ISSUE AREA 10: Social Exclusion


HIGH

The social exclusion issue area explores whether in-group / out-group mentalities cause women to be marginalised, ostracized, denigrated, harassed, or attacked thus impeding them from deploying or participating meaningfully in peace operations. It also explores the ways in which male group cohesion forms. We assess this by looking at the levels of harassment and violence in the institutions and sanctions against them, as well as healthy and unhealthy ways of creating cohesion.

Sexual harassment is interpreted by the law in Ghana as “any unwelcome, offensive, or impertunate sexual advances or requests made by an employer or superior officer or a co-worker to a worker, whether the worker is a man or a woman.”³⁸

1 | GOOD PRACTICES

Sexual Harassment

There have been no major scandals 

The GAF does not have any public scandals related to sexual harassment

The GAF takes a zero-tolerance approach to SEA 

On peace operations, the following are prohibited: any exchange of money, employment, goods or services for sex, any type of sexual activities with children (persons under the age of 18 years), any other form of humiliation, degrading or exploitative behaviour, any sexual favour in exchange for assistance, any type of sexual misconduct that damages the image, credibility, impartiality or integrity of the forces deployed. All acts of indiscipline are viewed as an affront to the cohesion of the force and offenders will be severely punished.

There is a policy for whistleblowing 

Within the GAF, the Inspector General’s Department has a whistleblowing policy which includes a mechanism called “the IG Action Requests”, whereby the IG’s Department can initiate action upon requests of service members, civilian employees, family members, and retirees or veterans. This policy regulates the process of receiving, inquiring into, and responding to complaints, requests for information, or for help presented to the IG. The department is located within the General Headquarters directly under the Chief of the Defence Staff.

It allows GAF personnel to present and obtain redress for matters that could not be addressed through the normal chain of command for scrutiny and investigation. The IG Action Requests do not replace Command responsibilities for solving troops’ concerns. Therefore, troops’ complaints and concerns must first be registered through the normal chain of command up to Service HQ level. Once a Service Personnel considers that he or she has exhausted the normal chain of command without receiving satisfactory attention, then an “IG Action Request” may be initiated. This approach makes no room for anonymous presenters.

Referrals from the Ministry of Defence and the Office of the President are also tackled through this channel.

Issues that may be reported through this mechanism include threats to national security; health and safety issues; whistle-blower reprisal (for military, civilian, contractor employees, non-appropriated fund employees); improper military mental health evaluations; leaks of classified information; bribery and acceptance of gratuities; conflicts of interest; contract and procurement fraud; health care fraud; cost/labour mischarging; counterfeit or substandard parts; computer crimes.

³⁸ Ghana Labour Act, 2003, article 175.

A commander cannot overrule tribunal or court martial decisions

A commander in the military cannot overrule a tribunal or court martial decision. Court martial decisions are like high court decisions and are final. Suspects can however appeal the sentences.

Personnel are aware of harassment procedures

About 89% of men and women are aware of guidelines stating who you should speak to if you are harassed or threatened by your peers. There is no gender difference.

There is oversight of the GAF

Responsibility for oversight is centralized with a hybrid internal/external oversight body known as the Armed Forces Council which was established by the 1992 Constitution of Ghana. During that time the Parliamentary Committee for Defence was also established through a Constitutional provision.

Social Cohesion

High levels of social cohesion

About 77% of personnel think that the military is more unified than ordinary citizens are to each other.

Sports are used to create social cohesion

Internal sports tournaments exist within the GAF. Both men and women participate. They include football, handball, basketball, tennis, and badminton. About 98% of the respondents are aware of the sports teams in the GAF. Almost 99% of women said that women participate with men in these sports. Of the respondents, 67% of women and 68% of men had participated in sports.

Men and women frequently interact with one another

There is also joint training between men and women. Men and women share the same barracks, but they do not have shared sleeping accommodation. There is also joint training between men and women. But there are no unisex bathrooms.

Moreover, about 68% think that the best way to conduct training is mixed gender training. Very few think that training for men and women should be separate (3%).

Finally, 97% said that they socialize with other personnel outside of work. About 98% said that women are invited to informal social activities.

2 | MAIN BARRIERS

Harassment

Harassment response and prevention is not specifically codified within the GAF

The GAF addresses sexual misconduct in its Code of Conduct by drawing from the standards on sexual exploitation and sexual abuse set by the United Nations. The Labour Act, Act 651 of 2003 provides for the protection of women and introduced offences of sexual harassment. Section 54 of Armed Forces Regulation, Volume II (discipline), Act 102 of 1962 on “conduct to the prejudice of good order and discipline” covers offences such as sexual harassment and misconduct, but the definitions of harassment are quite broad.

There is no formal harassment policy or procedure within the GAF

There is no established policy or specific mechanism for reporting and dealing with harassment. Service personnel with complaints, reports, or grievances have access to the standard military chain of command. Through this, they can approach their immediate superior who will deal with the matter through military disciplinary measures, which could lead to courts martial, loss of rank, and/or dismissal.

If it is regarded as a serious criminal offence, the matter will be referred directly to the police. However, if the problem exists in the direct chain of command, then there is no independent alternative available within the military. In this instance, it would be possible for an individual to file a complaint at the National Labour Commission. The commission would be obliged to investigate and determine the matter. A complaint of sexual harassment could also be filed with the Domestic Violence and Victim Support Unit of the Ghana Police Service. The law provides that a worker may have his/her employment contract terminated on grounds of sexual harassment.³⁹

Women have filed complaints related to sexual harassment

According to the FFF, although there are no news reports or public lawsuits about sexual harassment, women have filed complaints related to sexual harassment.

There is no internal ombudsman or internal integrity committee in the military

The ombuds concept is not used within the GAF. The GAF has its own grievance procedure, outlined in Armed Forces Regulations Vol 1 (Administration). If personnel have suffered any personal oppression, injustice, or other ill-treatment, they may complain orally to the commanding officer but if the one concerned thinks he or she has been wronged by the commanding officer, he or she may complain in writing. The written complaint can be submitted to the Commanding Officer, Formation Commander, Service Commander, Chief of the Defence Staff, and finally to Armed Forces Council. This should be addressed within 14 days. If the complainant does not receive a favourable response within 14 days he or she can write to the next higher authority.

There is evidence of different types of harassment within the GAF

Within the GAF, about 18% have heard jokes about women. About 17% have heard about jokes made about ethnic groups. About 32% have heard about jokes being made about physical appearance. About 7% have heard about jokes being made about sexual orientation. About 11% have heard about jokes being made about socio-economic class. Only 13% have not heard any jokes about personal characteristics.

Moreover, 19% of men and women have experienced receiving unwanted texts while not deployed. About 27% have experienced receiving criticism for not fulfilling family duties. 23% have experienced name-calling. 18% have experienced inappropriate picture sharing. 53% do not report experiencing any harassment within the GAF. The likelihood of experiencing harassment did not

differ between men and women. About 59% of personnel think it is acceptable for a colleague to tell a woman she is attractive and 44% think that it is acceptable to tell a man that he is attractive.

Within the GAF, certain groups are treated with less respect

Survey respondents said that certain groups are treated with less respect. When asked which groups are treated with less respect in the GAF, about 19% said civilian staff, 10% said women, and 39% said junior or young staff. About 44% said that everyone is treated with respect.

Social Cohesion

There is some discord between lower and upper ranks

About 57% of personnel believe that senior officers do not listen to the experiences of those with a lower rank. There was no difference between men and women.

Ghana allows intimate relations but not among same-sex couples

Ghana's Code of Conduct for the Armed and Security Forces addresses intimate relations in the following way: "male/female relationships are accepted and even encouraged but no immoral relationship is to be encouraged among troops."

In addition, Section 104 of the Criminal Code of Ghana (1960) is generally understood to criminally prohibit sexual relationships between same-sex persons.⁴⁰

There are rules for heterosexual in-service relationships. Heterosexual relationships are allowed; however, Officers can only marry from the Officer Corps but cannot marry Other Ranks (enlisted personnel). Heterosexual marriages are also allowed within the Other Ranks. There is a practice of not allowing a couple in an established relationship from working in the same unit or living together in peace operations.⁴¹

According to the key decision-maker interviews, during the mission, no intimate relationships are allowed. Women and men have entirely separate living quarters during missions, and they are not allowed under any circumstance to be in a locked room with a person of the other gender. If a married couple was deployed together, they cannot cohabit unless they were on leave.

40 Section 104 of the Criminal Code of Ghana (1960) states:
"Unnatural Carnal Knowledge.

(1) Whoever has unnatural carnal knowledge—

(2) Unnatural carnal knowledge is sexual intercourse with a person in an unnatural manner or with an animal."

Evidence of "Unnatural Carnal Knowledge" is defined in Section 99 of the Criminal Code as:

"Whenever, upon the trial of any person for an offence punishable under this Code, it is necessary to prove carnal knowledge or unnatural carnal knowledge, the carnal knowledge or unnatural carnal knowledge shall be deemed complete upon proof of the least degree of penetration."

See: [www.refugeelaidinformation.org/ghana-lgbti-resources#:~:text=LEGAL%20INFORMATION,%E2%80%9CUnnatural%20Carnal%20Knowledge.&text=\(c\)%20of%20any%20animal%20is,manner%20or%20with%20an%20animal.%E2%80%9D](http://www.refugeelaidinformation.org/ghana-lgbti-resources#:~:text=LEGAL%20INFORMATION,%E2%80%9CUnnatural%20Carnal%20Knowledge.&text=(c)%20of%20any%20animal%20is,manner%20or%20with%20an%20animal.%E2%80%9D)

41 issat.dcaf.ch/download/115436/2107287/Ghana-Human-Resource-Defence.pdf

Masculine norms pervade the GAF

Beliefs about masculinity are a part of GAF culture, including among women personnel. We asked a series of questions about different forms of masculinity including exclusion, domination, honour, virility, and rape culture.

Some questions received response rates well above 50% of the respondents.

- About 74% of personnel think that women should obey her husband even if she does not agree with him. 75% of men and 72% of women believe this.
- About 63% believe that it is a man's duty to protect his family's dignity by watching over the purity of women in his family. Women were less likely to think this 66% of men and 61% of women believe this.
- About 93% of personnel think that it is important for men to be respected by other men. 91% of men and 95% of women believed this.
- About 75% of personnel are uncomfortable with men kissing other men. Women were less likely to think this. 77% of men and 72% of women believed this.

In other cases, about 25%-40% of the survey respondents held certain masculine views.

- About 38% of personnel think that women lie about being raped. Among men that responded, 5% strongly agreed that women lie about being raped, 42% agreed, 26% were neither agreed nor disagreed, 20% disagreed, and 11% strongly disagreed. Among women that responded, less than 1% strongly agreed that women lie about being raped, 26% agreed, 16% were neither agreed nor disagreed, 42% disagreed, and 16% strongly disagreed.
- About 23% said that a woman should tolerate violence to keep her family together. Women are less likely to think this (27% of men compared to 18% of women).
- About 25% of personnel said that a man or a woman should be able to deploy even if he/she commits domestic violence. 22% of men and 18% of women said it was acceptable to deploy a man if he has a history of strongly disciplining his wife. 25% of men and 27% of women said it was acceptable to deploy a woman if she has a history of strongly disciplining her husband.
- About 28% believe that women should remain a virgin before her marriage. 29% of men and 27% of women believed this.

Finally, in a few cases, about 10%-20% of the sample held highly masculine views.

- About 14% of personnel think marital rape is acceptable. This means that 86% do not think that marital rape is acceptable.
- About 17% of personnel think that women get raped because they dress promiscuously. 21% of men and 12% of women said believed this.
- About 7% (10% of men and 5% of women) think it is acceptable to use violence to defend honour. This means that 93% believe that using violence to defend honor is not acceptable.

Because no one question provides an overall picture, together these questions provide an important insight into the attitudes and values within the GAF. These gendered attitudes and values are likely to inform policy design and implementation as well as day to day practice. Leadership positions or those with decision-making responsibilities or decision-making influence are particularly critical to shaping the organizational culture of the GAF through policy and practice. The questions have been consolidated into an index that includes respondents that did not score above the median score in any category, as well as the combined score.

Gaps between perceptions of personnel and key decision-makers

The personnel who participated in the survey were asked to identify the barriers they believe are most likely to impede women's meaningful participation in peace support operations. Key decision-makers were asked to identify barriers during elite interviews. The following reflect the results of the survey and interview data.

Personnel

When survey respondents were asked open-ended questions about what barriers affected meaningful participation (and no multiple-choice options were provided), a number of responses were given including:

- **FAMILY CONSTRAINTS** or pregnancy was identified as the top barrier (Issue area 4). Women in particular reported that being far away from their families caused disruptions back at home. Men reported not being able to have sex with their wives. Women also reported not being physically fit or being behind due to pregnancy. About 38% of personnel thought that issue area 4 was the main barrier. Women were more likely to think this.
- **HEALTH, FITNESS, AND MEDICAL STANDARDS** was the third most commonly mentioned barrier, in addition to mentions of encountering health and medical problems during mission (issue areas 3 and 6). About 14% of personnel thought this was the main barrier.

In addition, women, more than men, were likely to think that rumours about them related to prostitution, infidelity, or promiscuity while on a mission (issue areas 4 and 6) was the major barrier. Women were less likely than men to think that stress during a mission or the pre-deployment process and the inability to fulfil duties on a mission was a barrier.

Key decision-makers

Key decision-makers most commonly reported that the main barrier for women were issues related to **CHILDREARING, FAMILY, OR PREGNANCY** (Issue area 4). This was at times closely related to their next most common barrier, **DEPLOYMENT CRITERIA** (Issue area 3). In particular, key decision-makers reported that women often cannot meet the physical demands of peace operation deployments and often reported that this occurred due to pregnancy. Next, decision-makers thought a main barrier was a problem of logistics due to **LIMITED EQUIPMENT AND FACILITIES** for women during peace operations (Issue area 5). The next top barrier reported by key decision-makers was the **LACK OF ELIGIBLE WOMEN** to deploy (Issue area 1 + 9). Additionally, several commented that **WOMEN OFTEN DO NOT HAVE THE RIGHT SKILLS** for deployment and therefore are either not eligible, not selected, or not requested (Issue areas 2 and 3 + 9). However, they highlighted that women's recent inclusion in infantry and combat roles should hopefully increase their eligibility to deploy.

Gaps between personnel and key decision-makers

There are a few gaps between the perceptions of personnel and decision-makers regarding the main barriers for women and the results of the assessment. First, while gender roles were found to be a high barrier for women by the assessment and among survey respondents in open-ended questions, key decision-makers did not rank it as one of the most important barriers. Although none of the key decision-makers ranked gender roles as one of the main barriers for women, they often acknowledged that gender roles are strongly held within the GAF and that they influence what roles women play during peace operations. For example, in the interviews, decision-makers often reported that women are great at working with victims and women, and are good at negotiation and mediation, while men are good at combat. This echoes the results of the survey where the respondents overwhelmingly responded that women peacekeepers should respond to tasks related to women and children and refugees and that men peacekeepers should respond to riots, terrorist attacks, and train local security forces. Additionally, several of the interviews reported beliefs in the GAF that women are too soft for combat or should not be deployed until the situation in the host country has become more stable. This may indicate that gender roles are held so strongly within the GAF that they are taken for granted and not viewed as a barrier.

Second, both key decisions makers and personnel thought that family and household constraints, especially related to pregnancy, were the most important barrier for women, while the assessment found that it was a medium barrier. This may indicate the need for more research to examine how the GAF can better support women to ensure that family constraints do not prevent them from deploying. Pregnancy was also commonly cited by key decision-makers as making it harder for women to meet the selection criteria, especially regarding the fitness tests. Both personnel and key decision-makers discussed that it is difficult for women to meet the health and fitness criteria. This highlights how deployment criteria are intertwined with family constraints and gender roles. While the criteria may not disadvantage women on paper, women may struggle to meet these requirements due to their familial and social obligations. While decision-makers and to some extent personnel thought that pregnancy and more broadly issue area 4 was the main barrier, our results indicate that it was a medium barrier, and not the most pertinent.

Finally, neither personnel nor key decision-makers ranked social exclusion as one of the main barriers. However, they did mention it through references to problems with harassment and assault (personnel rankings) and through the “complications” of amorous and sexual relationships between military officers during missions (key decision-maker interviews). Therefore, there was some acknowledgement that these could be issues on missions and possibly within the GAF.

Contextualizing the Results

Ghana is currently participating in nine peacekeeping operations out of fourteen ongoing missions. Ghana is contributing more than the average number of contributions for both the military and police. Ghana is contributing troops to five missions and observers/staff officers to seven missions. Depending on the request from the UN, Ghana could expand the number of missions to which they send troops/observers/staff officers among the mission to which they already participate. They could also consider contributing to the seven other missions to which they don't currently contribute.

However, Ghana's priority is to maintain stability in Africa, which means they are more likely to contribute to peace operations in Africa. Within these missions to Africa, there is room for expansion. For example, Ghana contributes 140 troops to MINUSMA. They could increase this number.

Ghana balances its UN peace operation contributions between the number of troops requested by the UN, logistics, and internal needs for troops. Ghana strongly believes in adhering to its commitment to the UN as a Member State to participate in peacekeeping. However, it will only send peacekeepers if their participation will not negatively impact internal peace and security. Ghana contributes about one-fifth to one-third of its army to peace operations and closely considers whether it can spare troops domestically.

Ghana also prioritizes regional peace operations to ensure peace and security within Africa. However, Ghana's participation in regional peace operations is often highly political, more ad-hoc, and force generation is less streamlined, whereas participation in UN peace operations is well-established and depends primarily on how many troops, observers, and staff officers are requested by the UN and logistics. Regional peace operations are more likely to be peace enforcement missions and require deployments with heavier armament and combat exposure. Since most UN peacekeeping missions that Ghana participates in are in Africa, Ghana sees participating in UN peacekeeping as contributing to regional security as well.

Military peacekeeping has been especially useful for Ghana as it has increased respect for Ghana internationally and provides military peacekeepers with increased training, new experiences, financial gains, and a deeper understanding of the harmful effects of war. To achieve its national goals, national goals, Ghana's priorities have been on military troop deployments to missions that are in the region, as well as regional missions.

The total number of deaths while deployed to a peacekeeping operation for Ghana is 141. Ghana has not experienced a high number of deaths due to peacekeeping. A representative of the GAF reported that during the last ten-year period (2010-2020), there have been 14 casualties for all POs missions.

Due to the Covid-19 pandemic as well as domestic election schedule for 2020, the number of contributions might decrease. This means that Ghana should focus on increasing its proportions of women to peacekeeping missions in 2020 and 2021.

05

Conclusions:
Recommendations to
leverage opportunities
and overcome barriers

Conclusions: Recommendations to leverage opportunities and overcome barriers

Summary

Ghana has been a leading troop contributor for UN peace operations and has made strides to increase women's participation in UN peace operations. Presently the GAF has almost achieved, or just achieved the UN Uniformed Gender Parity Strategy targets for 2028: 15% of troops and 20% of military observers and staff to be women. Since 2017, the GAF consistently achieves 14-15% deployment of women formed troops and 20-30% of women as staff officers and military observers. This is commendable.

Nonetheless, there remain a number of challenges to women's meaningful deployment. Here is it important to remember that deployment is not just about numerical representation, but also importantly includes the distribution of women across roles and units as well as women in leadership positions within the GAF and in the context of deployment. Notably, the assessment found that eligible pool (issue area 1), peace operations experiences (issue area 6), gender roles (issue area 9), and social exclusion (issue area 10) appear to play a significant role in impeding women's meaningful participation. Based on reporting from personnel and decisions makers, issue area 4, household constraints, is also worth highlighting as a potential barrier, particularly as it also relates to a high barrier issue area, gender roles.

While the ORBAT system of ranking personnel available for deployment creates a standardized process for deployment of personnel and resources and thus appears to be fair, it may nonetheless reproduce and reinforce existing biases. Considering that women are clustered in a much smaller range of roles and units than men within the GAF – the ORBAT system simply pulls on those existing roles and units without consideration for advancing women's meaningful participation. In other words, the GAF is not able to prioritize women for deployment (this could include pre-cross-training in order to prepare women for suitable deployment outside of their current role/unit). This may be due to the existence of unintentional gender stereotyping, or gender-based implicit biases, which can result in limiting women from accessing a full range of roles and experiences that would position them equally for deployment in battalions or as military observers or secondees. There is some evidence that unless decision-makers responsible for selection in the ORBAT system are made aware of implicit biases and implement additional policy and practice-oriented efforts to promote training and assignment of women beyond support services and auxiliary support roles women's roles within the GAF and on deployment will not change. Presently, gender stereotypes about women's abilities limit the roles they perform in the GAF and thus the potential they have for deployment. Moreover, women are less likely to serve in leadership roles and traditionally masculine roles like combat roles. A lack of women in these roles may be a reflection of gender stereotypes that impact beliefs about what women should be able to do during peace operations (and within the GAF). Finally, issues of harassment, disrespect, and social exclusion, and negative bonding practices within the GAF may cause women to be marginalized and may prevent them from deploying in peace operations.

However, the assessment did, in part, match the perceptions of GAF personnel and key decision-makers. Survey respondents believed the top barriers for women were family and household constraints (issue area 4), gender roles and social exclusion within the UN and the GAF (issue areas 6, 9, and 10), and an inability to meet physical and medical fitness requirements (issue area 2). Similarly, key decision-makers believed the most important barriers were childbearing, pregnancy, and family constraints (issue area 4), an inability for women to meet deployment criteria or eligibility (issue areas 1 and 2), and inadequate or lacking infrastructure during peacekeeping missions (issue area 5).

The gaps between the assessment results and the responses of the personnel and the key decision-makers demonstrate that some of the barriers, primarily within issue areas 9 and 10, may be accepted within the GAF. In other words, gender roles and stereotypes are normalized and as a result, men and women are generally (even if not exclusively) expected to perform different roles and work in different units. This perspective was especially highlighted by existing views that women and men should play different roles on missions. Both survey respondents and key decision-makers reported that women on mission should work with women, children, refugees, or in negotiation roles, while men should be in combat roles.

Ghana has reportedly achieved 15% women within the GAF. As of 2020, the GAF has reached 14-15% for women deployment and 23% for military observers and staff officers (women). As such, Ghana has achieved the UN Gender Parity target in troop and military contributions for 2028 – numerical representation of women deployed. However, the GAF wishes to continue advancing women’s meaningful participation within both the GAF and on PSOs, including the distribution of women across roles and units and within leadership positions in the GAF and on missions. This assessment emphasizes that to achieve the goal of continuing to advance women’s meaningful participation, the GAF would need to address the presence of gender roles, promote women’s social inclusion, decrease harassment in the Armed Forces, and reduce social criticism toward women who do deploy. Tackling these barriers will necessarily start with recruitment and run through the career of individual soldiers – training, assignment, and promotion. This will not only increase the eligible pool of women for deployment but also has the potential to boost force generation efforts more broadly, increase morale, improve retention and ensure that roles are assigned based on merit (and not gender) thus promoting effectiveness and efficiency with the GAF overall.

Top recommendations to overcome the identified barriers

The assessment report revealed that issue area 1 (eligible pool), issue area 9 (gender roles), and issue area 10 (social exclusion) were among the highest barriers to women’s meaningful participation in peace support operations. In addition, key decision-maker interviews and open-ended survey responses further suggest that issue area 4 (household constraints) is also a potential barrier.

Meaningful participation refers not only to the numbers or proportions of women deployed, but also to ensuring that women have their needs met when participating in the institution and on missions; that women have access to the same opportunities, roles, and resources as men do; and that women’s skillsets and qualifications match their responsibilities and the expectations they face. As such, addressing the identified barriers will require an integrated and holistic approach to advancing changes in policy, training/professional development, practice, and organizational culture.

The following recommendations reflect the results of the assessment findings in combination with the identified priorities and realities of the GAF. The recommendations are organized first by issues area and then into four intervention categories: POLICY, TRAINING AND PROFESSIONAL DEVELOPMENT, PRACTICE AND ORGANIZATIONAL CULTURE. Recommendations are intended to be complementary and reinforcing and as such, they will at times overlap (or appear in more than one category). In addition, there is a section on suggestions for consideration that notes where the GAF might engage in further inquiry or address issue areas with lower barrier scores.

ISSUE AREA 1 (Eligible Pool) + Cross-Cutting ISSUE AREAS 9 (Gender Roles) AND 10 (Social Exclusion)

There is an identified need to increase the roles and units to which women are trained for and assigned to. While women are reported to represent 15% of the total GAF, they are not distributed evenly across roles and units. This means that the GAF is not positioned to actually draw on the full 15% of women within the GAF for PSO deployment. In order to ensure that more women are eligible for deployment, more women will need to be capacitated with a broader range of skills and experience enabling them to serve in roles and within units where they are under-represented or not represented. This barrier is both structural (policy and training) and socio-cultural (practice, organizational culture). Issue area 9 (gender roles) may incline women and men to believe that women are best suited for a limited range of roles and units within the GAF. Issue area 10 (social exclusion), including comments and behaviours that could be understood as hostile, harassing, or discriminatory and targeted toward women could send a message to women that they are not welcome in certain roles and/or units. These socio-cultural phenomena can lead to what appears to be a “natural” division of labour between men and women but is actually a division created by the organizational culture and reproduced through institutional structures (training, assignment, etc.). As a result, both structural (policy and training) and socio-cultural (practice and organizational culture) interventions are necessary to address issue area 1.

Policy

The aim of policy interventions is to increase the number of women in roles and units where they are unrepresented or under-represented.

1. Consider a documented policy aimed at establishing a minimum quota with a corresponding targeted timeline for recruiting, training, and assigning women into non-traditional roles and units, or roles and units where they are under-represented (e.g. less than their 15% total number).

EXAMPLE: *Year 1 increase the number of women in combat roles and in infantry units from X% to X% (as the current percentage is classified, these baseline and target will need to be determined by the GAF).*

2. Consider a policy aimed at establishing a minimum quota with a corresponding targeted timeline for increasing the representation of women in leadership and command positions.

EXAMPLE: *Link this policy to the women officers who serve in non-traditional roles and units (combat, infantry) with fast-track advancement opportunities through leadership and officer training for women specifically, in combination with increasing promotion exam opportunities.*

3. Consider a policy aimed at **evaluating and re-assigning** women who have gained new skills and capabilities while deployed (due to cross-training and assignment) in order to increase the representation of women across roles and units. (this is an opportunity for the GAF to capitalize on the benefits of deployment and the cross-training and experience women gain on missions).

4. Consider a policy/initiative to create a centralized unit dedicated to **coordinating** the GAF support for women in the military with a particular focus on advancing women's increased representation across roles and units and support women's advancement (promotion) through holistic **mentoring, monitoring, and reporting** (policy, training, practice, etc.).
5. Consider undertaking a policy review in order to identify current policies that may unintentionally reproduce or reinforce the under-representation of women in certain roles or within specific units. Also consider whether implicit institutional bias may play a role in the implementation of policies and address this with evidence-based best practice methods including:

BLIND DECISION-MAKING | Eliminate information/awareness/language that can trigger implicit associations and stereotypes and result in unconscious bias influencing a decision or assessment.

EXAMPLE: *Review policy and procedural language within MOD and GAF for gender-specific language and modify to gender-neutral language (e.g. military policeman – military police officer).*

REPRESENTATIVE DECISION-MAKING BODIES | Ensure that decision-making bodies are gender-balanced, with both men and women meaningfully engaged in assessing, evaluating, and decision-making.

EXAMPLE: *The GAF already uses the good practice of having men and women on promotion boards – extend this practice to other decision-making bodies.*

OBJECTIVE CRITERIA | Review regulations where decision-making may not reflect objective criteria based on current needs and realities. This includes the use of exceptions. The goal is to avoid policies and practices that are exclusionary and/or may reproduce under-representation.

EXAMPLE: *Women's height requirement disproportionately excludes women candidates for the GAF, while not being based on an evidenced need for a minimum height. This may need to be considered based on specific roles and/or units, rather than the GAF as a whole.*

STRUCTURAL REMINDERS | Consider using systems, processes, or mechanisms that include direct reminders of potential areas of bias and require evaluation and justification.

EXAMPLE: *For all roles and units where women are under-represented or not represented, and where men are underrepresented or not represented, put in place written reminders highlighting this reality and the goal to advance better representation across roles and units for women and men. For example, training for logistics – are men participating in cooking, serving, etc.? Assignment to infantry units – are women being assigned?*

SOCIAL ROLE MODELLING | Modelling and rewarding welcome, wanted and productive behaviours and practices while simultaneously discouraging, and even penalizing unwelcome, unwanted, and counterproductive behaviours and practices.

EXAMPLE: *Officers and NCOs should have both the skills and the sense of duty to intervene should they observe unprofessional comments or conduct based on gender stereotypes or comments or behaviour that undermine gender equality and inclusion (bystander intervention). This should occur in combination with social cohesion programming that engenders co-ed engagement, and positive group cohesion (e.g. the good practice the GAF is currently advancing with respect to co-ed sports).*

Training and Professional Development

The aim of training and professional development interventions is to expand and advance the skills and capacities of women and men within the GAF during domestic training programs as well as mission-based cross-training and to provide targeted support to women following childbirth.

1. Consider cross-training program targeted at women in order to develop their skills and capacities for non-traditional roles/units (infantry units and combat roles), and cross-training targeted at men in order to develop their skills and capacities in non-traditional roles (e.g. service support roles)
2. Consider targeted tactical training for women.
3. Consider targeted fitness training/support for women following childbirth.
4. Consider scaling-up and institutionalizing/formalizing the ad-hoc practice of cross-training on deployment (good practice narrative, “Peace operations deployment leads to new skills and increases advancement potential for Ghanaian soldiers, including women soldiers,” p. X) in order to train both women and men for roles/units where they are under-represented or not represented.

Practice

The aim of practice interventions is to address any unintended consequences of systems and mechanisms that may reproduce and/or reinforce the under-representation of women across roles and units within the GAF.

1. Consider options to apply the Force Generation Process in order to purposefully minimize reinforcing and reproducing the existing under-representation of women in combat roles and combat/infantry units. **Apply the Force Generation Process with an additional element that enables the selection of some number or percentage of women identified as suitable for cross-training in mission in order that they can fulfil non-traditional roles** (this should be understood as a temporary mechanism until women are more represented across roles and units)

EXAMPLE: The good practice narrative on career value illustrates the value of cross-training in peace operations. For example, X number of women are trained on deployment to serve as riflemen if no women serving in that role are initially identified through the Force Generation Process. These women serve in their primary function as well as a secondary function. This could also enable more women to participate in CIMIC quick impact projects.

2. Consider gender disaggregating the data used within the Force Generation Process in order to monitor the roles/units women are deployed for and assigned to and identify women for cross-training in peace operations.

Organizational Culture

The aim of interventions directed at organizational culture is to bring the attitudes and values of the individuals who make up the organization into alignment with the principles of gender equality and inclusion. In the case of the eligible pool (issue area 1), this will principally include promoting a sense of equality and opportunity for everyone – across all roles and units. This may also include removing deterrents for women (and men) who wish to work in non-traditional roles and units – deterrents like comments and/or behaviours that are derogatory, unwanted, and/or unwelcome and are based on gender stereotypes.

1. Consider identifying a strategy to encourage, support, and foster bystander intervention to address behaviours and comments that could be understood as derogatory, or unwanted and unwelcome and based on gender stereotypes and as such, impede women’s ability and/or willingness to participate in roles or units contrary to prevailing gender norms (e.g. combat/infantry roles and units) or men’s ability and/or willingness to participate in roles or units contrary to prevailing gender norms (e.g. service support roles).

ISSUE AREAS 4 (Household Constraints) + Cross-Cutting ISSUE AREAS 9 (Gender Roles) AND 10 (Social Exclusion)

While issue area 4 (household constraints) was not identified as a high barrier in the assessment, it did emerge as a commonly referenced barrier during key decision-maker interviews and in the course of open-ended questions during the survey. The household constraints issue area has a strong relationship to issue area 9 (gender roles) and issue area 10 (social exclusion). For example, gender roles in the home have a direct relationship to opportunities outside of the home: “[i]n no country in the world do men and women spend an equal amount of time on care responsibilities, an inequality that restricts women’s participation and growth in the labour force, in political leadership and in other public spheres.”⁴² This situation may be further amplified and result in social exclusion if women who deploy experience critical comments and judgement for leaving their family and children (as was reflected in the assessment report). In order for women to benefit from equal opportunities and to fully realize their careers, including deploying to peace support operations, men will also have to participate in family and household responsibilities. As a result, addressing issue area 4 will require interventions that tackle policy, training, practice and organizational culture, and focus on gender roles in the home, and tackle social exclusion that may be resulting from gender roles.

Policy

The aim of policy interventions is to provide women and men with equal support and benefits for both career and family – and to equalize family and household responsibilities within the family in order to mitigate the constraints experienced most often by women.

1. Consider a policy aimed at increasing access to childcare services. This could include formalizing the magajia system (institutional support) or providing a stipend to service members who deploy and have families with children.
2. Consider a policy to provide men with parental leave – or at least implement a process to gauge support and determine institutional readiness.

Training and Professional Development

The aim of training and professional development interventions is to off-set delays women might experience in accessing in-service training and to provide targeted support to women following childbirth.

1. Identify appropriate in-service training for women who have recently given birth. Schedule and allocate such training in a manner that complements maternity leave periods for women so as to reduce the delays they might otherwise experience in accessing training, including targeted fitness training/support for women following childbirth.
2. Consider cross-training targeted at men in order to develop their skills and capacities in non-traditional roles (e.g. service support roles) which will also capacitate men for family and household responsibilities.

42 Accessed on 21.09.2020 at: oecd-development-matters.org/2018/12/12/its-literally-about-time-men-as-part-of-the-solution-to-closing-the-care-gap/. For additional resources, including data on Ghana, see, Ferrant., G, Psando, L.M., and Nowacka, K (2014) “Unpaid Care Work: The missing link in the analysis of gender gaps in labour outcomes,” OECD Development Center. Accessed on 22.09.2020 at: www.oecd.org/dev/development-gender/Unpaid_care_work.pdf

Practice

The aim of practice interventions is to improve policy implementation and/or remedy barriers related to family and household responsibilities through practical discretionary interventions.

1. Consider implementing an outreach and awareness effort to make existing childcare options, and leave policies known to all personnel.

Organizational Culture

The aim of interventions directed at organizational culture is to bring the attitudes and values of the individuals who make up the organization into alignment with gender equality and inclusion. In the case of household constraints, this means encouraging and supporting men to take on greater family and household responsibilities.

1. Consider a public relations campaign aimed at strengthening the GAF by strengthening family and society – through shared family and household responsibilities as well as shared professional duties and service to the country.⁴³

ISSUE AREAS 9 (Gender Roles) AND 10 (Social Exclusion)

There is an identified need to address the impact of gender roles within the GAF and how those roles might also translate into social exclusion within the GAF. Stereotyped gender roles can make it difficult for both women and men to envision themselves serving in positions or undertaking work that does not fit within prevailing gender norms. Stereotyped gender roles can also lead to implicit or unconscious biases among men and women that in turn make it difficult for them to see each other as appropriate or capable in non-traditional roles – these implicit biases can unconsciously influence decision-making, policy implementation and practice.⁴⁴ Moreover, stereotyped gender roles can create the conditions in which individuals who seek to join roles or units contrary to prevailing gender norms experience hostility, harassment, bullying, and/or discrimination.⁴⁵ Stereotyped gender roles impact both men and women at home and in the workplace. For example, negative experiences in peace operations (medium barrier) which both women and men reported, may disproportionately affect women as a result of their smaller numbers and under-representation. Women also reported a greater likelihood of being the subject of rumours about infidelity upon returning from a mission. These findings illustrate how women’s more limited range of skills and experiences may also limit them on deployment and also may put women at risk of being undermined on a mission (jokes/comments) or experiencing rumours upon return. As well, issue area 4 (household constraints) notes that disproportionate caregiving duties can and do affect women’s full and fair engagement within the GAF.

43 See the “One Man Can” Toolkit developed by Sonke Gender Justice (South Africa) for public relations and training programs. Available at: genderjustice.org.za/project/community-education-mobilisation/one-man-can/one-man-can-toolkit/

44 People have deep-seated biases of which they are completely unaware. And these hidden attitudes — known as implicit bias — influence the way we act toward each other, often with unintended discriminatory consequences. ... implicit bias can shape social behavior and decision-making. Even people with the best intentions are influenced by these hidden attitudes, behaving in ways that can create disparities in hiring, practices, student evaluations, law enforcement, criminal justice proceedings — pretty much anywhere people are making decisions that affect others. Such disparities can result from bias against certain groups, or favoritism toward other ones. Today, implicit bias is widely understood to be a cause of unintended discrimination that leads to racial, ethnic, socioeconomic and other inequalities. Mason, Betsy (interview with Anthony Greenwald). 2020. “Making people aware of their implicit biases doesn’t usually change minds. But here’s what does work.” Knowable Magazine, 4 June.

45actual responses to bias also have important implications for intergroup relations. Not confronting [bias based on gender or other diversity factors] may imply that this behavior is appropriate and condoned (Czopp, 2019). Responding negatively to bias, alternatively, can reaffirm egalitarian social values (Blanchard, Crandall, Brigham and Vaughn, 1994). Specifically, reactions to [gender-based and nationality-based bias] can support norms that promote either intergroup antipathy or intergroup acceptance, to which people subsequently conform (Blanchard, Lilly & Vaughn, 1991). Perceiving bias or hearing derogatory terms against a member of a target group may also cue negative implicit associations that influence subsequent evaluations and behaviors (Greenberg & Pyszczynski, 1985; Kirkland, Greenberg, & Pyszczynski, 1987). Confronting biased expressions may stop the impact of these negative associations or even cue more positive sympathetic associations. Importantly, challenging [those who engage in] bias can also decrease their prejudiced expressions and behavior in the future. In particular, once reproached for their [biased] actions or remarks, [individuals] become aware that their behavior is inappropriate and are wary of offending again (Czopp, Moteith, & Mark, 2006; Mallet & Wagner, 2011). Notably, recent research suggests that not confronting [an individual] can lead to more positive evaluations of a biased partner and less importance placed on confronting prejudice (Rasinski, Geers & Czopp, 2013) in Mallett, Robyn K. et al 2019, p. 4.

Policy

The aim of policy interventions is to support and enable women to fully participate, free from socio-cultural, policy, or practice impediments. This includes enabling women who are deployed to fully participate in the tasks and projects available on a mission.

1. Consider an in-mission policy aimed at increasing the number of women who participate in CIMIC quick impact projects.
2. Consider an official GHANBATT role in hosting/leading an in-mission mentoring network for women.
3. Consider reviewing and revising the policy frameworks and complaints mechanisms intended to prevent and respond to harassment, bullying and/or discriminatory behaviours, and transform the policy framework and mechanism into a prevention and response framework. Use contemporary best practice features to evaluate the current policy/mechanism and identify and resolve gaps. Best practice features include:⁴⁶
 - a. A prevention policy will provide a response and sanction process in cases of founded bullying and/or harassment while also **enabling early detection of behaviour that is inconsistent with equality and inclusion and counterproductive to an effective and efficient workplace.**
 - b. A prevention policy will outline the ways in which management and line-managers are expected to:
 - Encourage inclusive behaviour (participation, collaboration, consultation)
 - Discourage jokes, comments, or behaviours that undermine inclusion (bystander intervention)
 - c. A prevention policy will outline annual training for management to include:
 - Annual skills-based capacity building on harassment and bullying for personnel to whom complaints can be made
 - Annual skills-based bystander intervention training for all staff with management responsibilities (including line managers)
 - d. A prevention policy will include specialized technical training on conducting an investigation on harassment and bullying for individuals involved in such procedures including
 - Development of a handbook on conducting investigations
 - e. A prevention policy will outline annual outreach and awareness efforts for all staff – including new staff induction, bystander intervention, signage, and annual awareness/training for all staff.
 - f. Three key reporting mechanism components: formal internal/external and informal external/internal. A prevention policy and complaints mechanism (and oversight mechanisms)⁴⁷ will include both a formal complaint process and an informal process reporting mechanism. In the context of a formal complaint mechanism, there must

46 See: Mallett, Robyn K. and Margo J. Monteith (2019) *Confronting Prejudice and Discrimination: The Science of Changing Minds and Behaviors*, 1-371. London, UK/San Diego, US: Academic Press/Elsevier Inc.; James Cook University, *Bullying, Discrimination and Harassment Complaint Procedure for Staff and Affiliates* (2018) Version 18-2. www.jcu.edu.au/policy/procedures/corporate-governance-procedures/discrimination,-bullying-and-harassment-complaint-procedure-for-staff-and-affiliates; Lipinski, John and Laura M. Crothers, eds. (2014) *Bullying in the Workplace: Causes, Symptoms and Remedies*, 1-371. New York, US/London, UK; Routledge; Aberdeen City Council, *Managing Bullying and Harassment: Guidance for Managers and Employees*, Issue 5, 2013; Australian Human Rights Commission, *Effectively preventing and responding to sexual harassment: A Code of Practice for Employers*, 2008 edition; and Alexander, P., R. Alexander, and S. Warner. 2005. *Best Practices in Sexual Harassment Policy and Assessment*. United States Army Research Institute for the Behavioral and Social Sciences.

47 See, Bastick, Megan (2015) "Gender and Complaints Mechanisms: A Handbook for Armed Forces and Ombuds Institutions to Prevent and Respond to Gender-Related Discrimination, Harassment, Bullying and Abuse", DCAF: Geneva. www.dcaf.ch/handbook-gender-and-complaints-mechanisms-o; Bastick, Megan (2014) "Integrating a Gender Perspective into Internal Oversight within Armed Forces," DCAF, OSCE, OSCE/ODHIR: Geneva. www.dcaf.ch/integrating-gender-perspective-internal-oversight-within-armed-forces; and Bastick, Megan (2014) "Integrating Gender into Oversight of the Security Sector by Ombuds Institutions and National Human Rights Institutions," DCAF, OSCE, OSCE/ODHIR: Geneva. www.dcaf.ch/integrating-gender-oversight-security-sector-ombuds-institutions-national-human-rights-institutions

be a reporting process outside of the individual's chain of command. In the case of an informal reporting mechanism, the goal is to enable staff to identify unwanted and unwelcome behaviours in a completely confidential manner that 1) they are supported to directly address with the individual (who also knows the situation is confidential), or 2) in which a designated person speaks to the individual on their behalf.

Training and Professional Development

The aim of training and professional development interventions is to build knowledge and awareness within the GAF on gender equality and the skills and competencies necessary to advance gender equality and inclusion. This includes, as well, training and professional development interventions aimed at advancing women's capacity and readiness to participate in a full-range of in-country and in-peace operations tasks, projects, and programming.

1. Institutionalized differentiated training programs for leadership, officers, and NCOs that covers the below topics to capacitate each target audience with the ability to integrate these analytical concepts into the strategic, operational, and tactical levels of their respective work:⁴⁸

GENDER ROLES and their impact (SGBV, discrimination, disproportionate representation of men and women across roles, etc.),

GENDER EQUALITY (policy and social goal to ensure equal access to rights, opportunities, and resources regardless of the sex you are born with or the gender you are assigned),

IMPLICIT (GENDER) BIAS (how it can impede gender equality and inclusion, and evidence-based practices to mitigate its consequences), and

GENDER MAINSTREAMING (how to take gender into account when designing policies, programs, and training in order to advance gender equality).

2. Institutionalized training programs on implicit/unconscious institutional (gender) bias for leadership to include: how implicit institutional bias can impede gender equality and inclusion, and evidence-based practices to mitigate the consequences of implicit institutional bias (objective criteria, structural reminders, blind decision-making, positive social contagion). The objective is to enable leadership to design and implement policies that do not unintentionally impede women's meaningful participation. This would include the application of evidence-based mitigation measures for institutional implicit bias.

EXAMPLE (TOPICAL/THEMATIC): *Immaculate perception: Professor Jerry Kang, University of California, Los Angeles, Law School: youtu.be/9VGbwNI6Ssk*

3. Institutionalized bystander intervention training programs for officers and NCOs in leadership positions in order to build organizational capacity to address and prevent behaviours and comments that could be harassing, discriminatory, or bullying. Consider using the "Four D" intervention program (Direct (response), Distract/Disrupt, Delegate, and Delay).⁴⁹ This training program will reinforce and support the prevention and response policies on harassment, bullying, and discrimination.
4. Consider a bystander intervention training designed for and delivered in-mission to capacitate formed troops as well as military observers and staff officers with the skills and knowledge to prevent and deter harassing type behaviours and comments.

⁴⁸ See, PfPC SSRWG and EDWG (2016). "Teaching Gender in the Military: A Handbook", Geneva: DCAF and PfPC, available at: www.dcaf.ch/sites/default/files/publications/documents/DCAF-PfPC-Teaching-Gender-in-the-Military-Handbook.pdf

⁴⁹ See article from US Army Benelux, accessed on 22.09.2020 at: www.army.mil/article/219828/be_an_active_bystander_in_preventing_sexual_assault_and_bystander_intervention_training_quick_supplemental available at: www.google.com/search?q=US+military+bystander+intervention+&oq=US+military+bystander+intervention+&aqs=chrome..69i57.6828j0j7&sourceid=chrome&ie=UTF-8#

Practice

The aim of practice interventions is to support the implementation of policy and/or advance practical discretionary interventions intended to mitigate the negative impact of gender roles and social exclusion. This also includes the implementation of policy and/or practical discretionary interventions intended to engage more women in projects, tasks and programming in-country and in-peace operations as well as preventing behaviours and comments that could be understood as harassing, bullying, or discriminatory.

1. Bystander intervention modelled by leadership down to NCOs. Develop a monitoring and evaluation metric using quantitative and qualitative methods to identify the use and lack of use of bystander intervention, and gauge changes in organizational culture.
2. Consider implementing a biennial employee climate survey to monitor attitudes, values, and experiences, specifically on gender equality and inclusion (among other topics).⁵⁰
3. Consider a “Gender Equality and Inclusion” Coach program to support leadership in their knowledge and understanding of gender equality and inclusion.

EXAMPLE: Gender Coach Programme in the Swedish Armed Forces - *Sweden's gender coach programme was originally a component of a larger Genderforce project funded by the European Social Fund, with the aim of increasing knowledge of UN Security Council Resolution 1325 and implementing it within institutions' regular operational structures, mandates, and fields of work. The programme was piloted in 2007 and has been repeated three times since, with adjustments in the methodology. The Swedish Armed Forces' gender coaches are hand-picked and experienced gender experts holding senior positions in partner institutions, civil society, the private sector, or academia. Those coached are also hand-picked from the ranks of senior military staff: the fact that coaches are assigned only to individuals being considered for high-level promotion has given the programme a degree of prestige and created demand to be “gender coached”. Over a 12-month period, gender coaches support those coached to develop and implement individual action plans to promote gender equality within their particular area of responsibility. Coaching includes three to five group seminars and individual monthly meetings. Individual participants in the programme gain a high level of understanding and know-how in applying a gender perspective in their line of work. A review of the different iterations of the gender coach programme recommends the following to maximise the effectiveness of this kind of coaching or mentoring.*

- Leverage meetings of key leaders to identify common goals between the programme participants that are in line with institutional policies and commitments. This should ensure that the different actions undertaken by the participants are sustainable and coherent.
- Ensure that gender coaches consider how they can bring added value to existing gender structures (such as Gender Advisers, Gender Units, and Gender Focal Points) within the institution. As an outsider, for example, a gender coach might be better placed to raise sensitive topics.
- Develop strategies to garner the support of middle management within the institution, as they have the potential to resist change, yet play a key role in supporting institutional policies on gender equality and the application of a gender perspective.
- Sweden's gender coach programme has subsequently been replicated in Montenegro, and could potentially be adapted for other Armed Forces and senior leaders in mission, such as those serving in UN peace operations.⁵¹

⁵⁰ See, Cromptvoets, Samantha (2019) “Gender-Responsive Organizational Climate Assessment in Armed Forces”, DCAF: Geneva. Available at: www.dcaf.ch/sites/default/files/publications/documents/GROCA%202019%20FINAL_o.pdf

⁵¹ N. Levesque and M. Petriashvili (2016) “Mentoring and coaching”, in PfPC SSRWG and EDWG, Teaching Gender in the Military: A Handbook, Geneva: DCAF and PfPC, pp. 189–205; R. Egnell, P. Hojem and H. Berts (2012) Implementing a Gender Perspective in Military Organisations and Operations: The Swedish Armed Forces Model, Uppsala: Uppsala Universitet, pp. 21–24; L. Olsson and A. Björsson (2017) “Gender training for leaders: The Swedish gender coach program”, occasional paper, Georgetown Institute for Women, Peace and Security; SEESAC (2019) “Gender coach programme for advancing gender equality in the Ministry of Defence of Montenegro”, www.seesac.org, 11 October.

4. Consider how GHANBATT can support and/or serve in a role to host/lead an in-mission mentoring network for women.
5. Consider pre-deployment counselling/mentoring for families so that they know exactly what to expect during deployment and on return.
6. Consider a discretionary practice aimed at increasing the number of women who participate in CIMIC quick impact projects.

Organizational Culture

The aim of interventions directed at organizational culture is to bring the attitudes and values of the individuals who make up the organization into alignment with gender equality and inclusion.

1. Consider assembling a working group to review the results of the assessment on social exclusion and negative experiences. Purposefully identify behaviours and practices the GAF wishes to advance (e.g. sports activities), as well as those that are harmful and/or not desirable (violence, sexual and sexist comments and behaviours, harassment, etc.). Use an internal public relations campaign to signal what is encouraged, and what is unacceptable. Include leadership as well as NCOs to send messages using video, and photo posters with messages.

EXAMPLE: *Australian Army Chief, Lieutenant General David Morrison, Everyone Matters:*
youtu.be/dROBtDtZTGA

2. Consider a public relations campaign aimed at identifying and promoting an inclusive organizational culture – where men and women are depicted fulfilling a broad range of roles, including non-traditional roles. Emphasize the importance of a fully capacitated soldier able to perform a broad range of functions and the unit cohesion (the critical importance of supporting each other to be successful on behalf of the country).
3. Consider pre/post-deployment preparation and/or support to specifically address rumours and criticism targeted at women.

Specific Recommendations – Infrastructure and Equipment

It is critical to have robust and up-to-date infrastructure and equipment available for women as a complement to efforts to improve policy, practice, training/professional development, and organizational culture aimed at advancing women's meaningful participation. The presence of adequate infrastructure will enable equal opportunities to recruit and train women (and men) and to serve in all roles and across all units within the GAF. Fit-for-purpose equipment is necessary for all soldiers to successfully fulfil their roles. It is therefore critical that the GAF has contemporary and robust training and accommodation facilities as well as fit-for-purpose equipment available to all soldiers. Presently, infrastructure and equipment are more likely to be limiting for women, thereby limiting their recruitment numbers as well as their participation across roles and units within the GAF.

Infrastructure - Domestic

- Consider the need for additional accommodation and ablution facilities for women at the Bundase training camp (pre-deployment training location).
- Consider the need to upgrade the existing accommodation and ablution facilities for women at the Armed Forces Recruits Training Camp.
- Consider the need for an assessment of current training infrastructure in order to identify whether there is a need for additional facilities and/or updated facilities that will enable an increase in the number of women recruited and trained across the across spectrum roles and units within the GAF.

Infrastructure – In Mission

- The GAF has reported, and the survey found that accommodation and ablution facilities for women in missions are inadequate and limited. Limited accommodation and ablution facilities will automatically limit the number of women who can be deployed to peace operations as a part of contingents. Additional accommodation and ablutions for women are needed in all forward positions in order to facilitate the deployment of women soldiers.

Equipment

- Consider the need for uniforms (combat, rain gear, standard) designed for women instead of the unisex uniforms which are designed based on the male body.
- Consider the need for gender-specific equipment and gear such as fragmentation jackets instead of unisex fragmentation jackets which are designed based on the male body.
- Consider the need for an assessment of current equipment in order to identify whether there is a need for specifically designed equipment for women.

Additional Suggestions

- Compile gender-disaggregated data on personnel (at least percentages) to monitor whether efforts to increase women's representation are successful.
- Consider outreach and awareness efforts to increase knowledge and familiarity with deployment, and deployment criteria.
- Ensure that women have adequate sexual and reproductive care on missions.
- Consider including women who have served on PSOs in the review and redesign of the next 1325 NAP.
- Consider including the GAF in the National Gender and Children's Policy.
- Consider an honour for a woman, and an honour for a man, related to peace operations achievements.

Areas for Further Research

ISSUE AREA 1 | Eligible Pool

- What were the informal attempts to recruit women into the GAF in the 1990s?
- Why do so many personnel consider leaving the GAF?
- Is gender training available through the training cycle for all personnel – from enlistment through career development and promotion?

ISSUE AREA 4 | Household Constraints

- Conduct an assessment about paternal and maternal leave policies to gauge support for paternal leave policy.
- Conduct an assessment to identify the extent to which breastfeeding at the workplace is important for women soldiers.
- What other types of childcare facilities, housing, or subsidies are desired by GAF parents? How can the current childcare infrastructure be improved?

ISSUE AREA 5 | Peace Operations Infrastructure

- Conduct a gender-specific needs assessment for what women (and men) need for missions.
- Which types of in-unit training require/necessitate personnel to stay in training accommodation barracks? Is there a need to provide additional training accommodation barracks in order to support training needs (in support of deployment and specific to pre-deployment)?
- Has Covid-19 had an impact on the delivery of training (pre-deployment and otherwise), and/or training accommodation?

ISSUE AREA 6 | Peace Operations Experiences

- What are the physical health problems experienced by soldiers upon return from deployment?
- Why do men and women experience different problems during the mission and why do men complain of more problems? Is this due to social differences in willingness to discuss problems or is there a true gap in the problems experienced between men and women?
- Why were women's roles less likely to match their skills on missions? Is that related to the ad-hoc training in mission?
- Has Covid-19 had an impact on Peace Operations Experiences?

ISSUE AREA 9 | Gender Roles

- Why do women not participate in certain missions compared to men? Is this due to a bias in deployment decisions, self-selection, or due to the skills needed on those missions?
- Why are women clustered into a limited number of positions/functions within the GAF – that are then mirrored in deployment? Are they self-selecting, or encouraged/discouraged?

ISSUE AREA 10 | Social Exclusion

- What are the most common positive bonding experiences? How can members of the GAF be encouraged to participate in these positive bonding experiences and discouraged from participating in negative bonding experiences that can lead to social exclusion?
- How often are tasks, projects, and/or orders undertaken by mixed teams? Are women and men engaged in shared tasks in scenario training? During exercises where leadership roles rotate, are men working in women-led teams?



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