

The Olsson Matrix on Gender in Military Operations

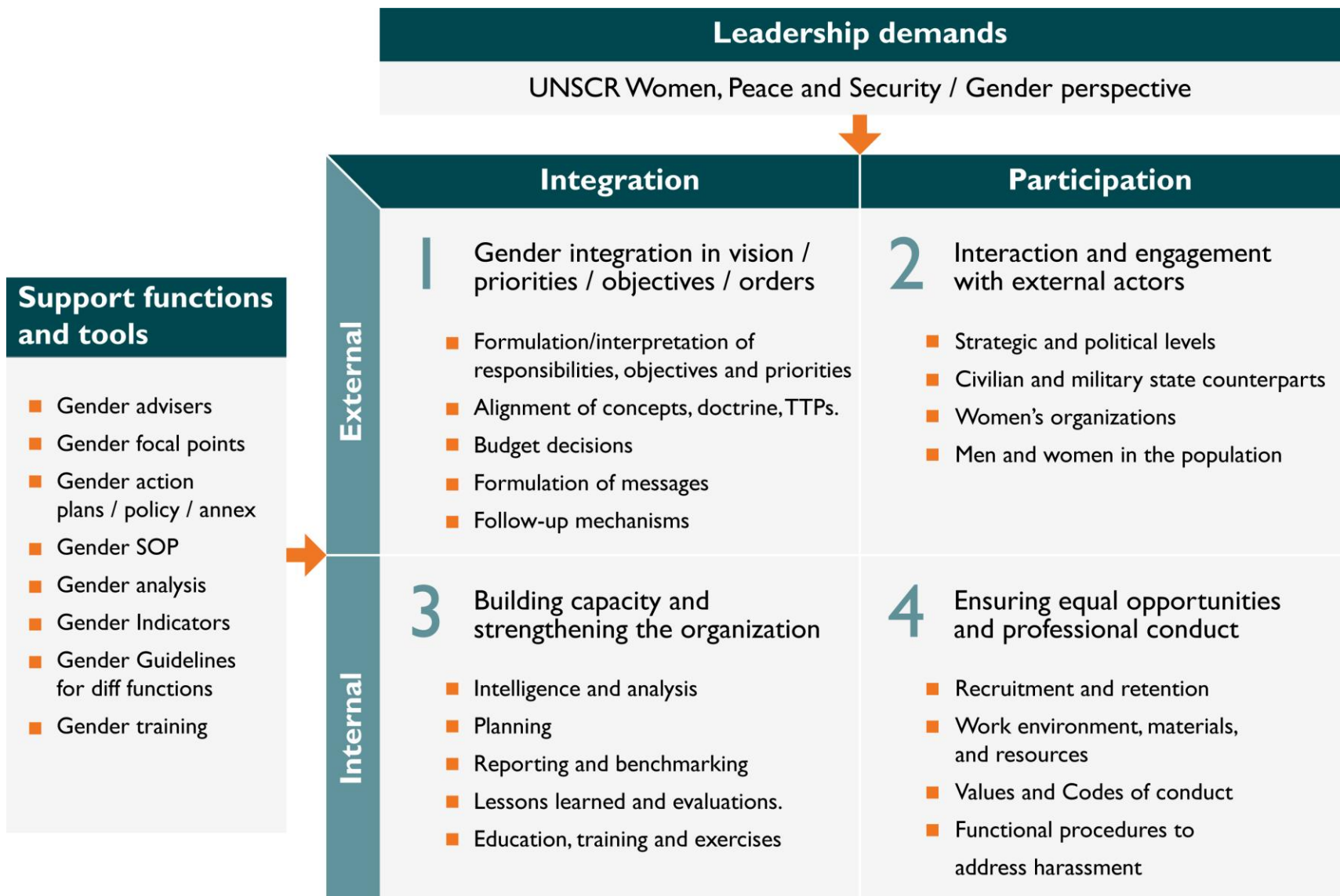
Women, Peace and Security (WPS) and NATO decisions on gender perspectives are policies formulated at a high strategic or political level. In order for a military organization to be able to adapt to the demands such frameworks place on it, these high-level decisions need to be translated into concrete measures and incorporated into regular processes and operations.

The Olsson Matrix demonstrates that translating WPS and gender perspectives into action is directly relevant for a large range of issues. Some of these concern the external, focusing on decisions relevant for the Area of Operations / Responsibilities. Others concern the internal, with a focus on decisions relevant for the military organization's own capacity and personnel.

	Integration	Participation
External	1 Gender integration in vision / priorities / objectives / orders	2 Interaction and engagement with external actors
Internal	3 Building capacity and strengthening the organization	4 Ensuring equal opportunities and professional conduct

The external and internal areas concern issues central for both integration and participation.

1. **External Integration** concerns integrating gender perspectives into the formulation and interpretation of the organization's regular visions, objectives, priorities, alignment of concepts and doctrinal work. This means that we have to consider both women's and men's security and situation from the outset and through the regular decision-making processes. The aim of integration is to do no harm and to contribute to a positive development on women's men's, boy's and girl's security and influence over time.
2. **External Participation** concerns engagement and collaboration with actors and people outside of the military organization/operation. Military organizations often need to build security with several stakeholders, such as the political level, civilian state counterparts, women's organizations, or the civilian population consisting of women, men, girls and boys. WPS requires us to strive for increased influence of women on security processes.
3. **Internal Integration** concerns building sufficient capacity and fine-tuning internal processes in the organization so that a military organization can work systematically with a gender perspective. This means integrating gender perspectives into analysis, planning, monitoring/evaluation and education, training, and exercises.
4. **Internal Participation** concerns women's and men's equal opportunities in the military organization and upholding professional conduct: This includes ensuring proactive recruitment and retention processes and creating a healthy and non-discriminatory working environment.



If we open up the boxes of the matrix, each one contains a number of specific issues and areas. As exemplified in the more detailed matrix above, this means translating WPS and gender into concrete processes and interactions in order to solve specific problems. For example, if an operation is to address conflict-related sexual violence, then that needs to be integrated in the formulation of the objectives and the carrying out of this needs to be based on information collected from concerned external actors through regular intelligence and analysis.

It is important to think of WPS and gender perspectives as placing a demand on the leadership to adapt an organization's regular operations and processes.

From a leadership perspective, it is therefore central to see the areas where you can translate WPS principles and gender perspectives into concrete objectives, responsibilities and priorities; promote the involvement of a larger span of external actors; and to internally develop the capacity of the organization to deliver on set objectives in an integrated manner.

In this process, leaders have access to support functions and tools (see box) that can assist when moving toward addressing WPS and gender in regular processes and operations. While it is leaders who bear the responsibility for placing and following up demands concerning WPS and gender, they have access to support in this complex process.