



MARCH
2023

■ SECRETARY OF NATIONAL
DEFENSE MEXICO

MOWIP REPORT 2021

RESULTS OF THE MEASURING OPPORTUNITIES FOR
WOMEN IN PEACE OPERATIONS (MOWIP) ASSESSMENT
FOR THE ARMED AND SECURITY FORCES OF MEXICO



SEDENA
SECRETARÍA DE LA DEFENSA NACIONAL

UDLAP[®]

ONU
MUJERES

The Elsie
Initiative Fund
for Uniformed Women in Peace Operations



■ SECRETARY OF NATIONAL
DEFENSE MEXICO

MOWIP REPORT 2021

RESULTS OF THE MEASURING OPPORTUNITIES FOR WOMEN IN
PEACE OPERATIONS (MOWIP) ASSESSMENT FOR THE ARMED
AND SECURITY FORCES OF MEXICO

M A R C H 2 0 2 3



First edition: March, 2023

D.R. © 2023, Dainzú López de Lara E., Gerardo Rodríguez Sánchez Lara, Naiki
Guadalupe Olivas Gaspar y Renata Chabert Bravo

D.R. © 2023, Universidad de las Américas Puebla

www.udlap.mx/CESIJ

All rights reserved. No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without written permission from the copyright authors, under the penalties established by law. All rights reserved, including the right to sell, rent, lend or otherwise transfer the use of the copy.

Cover and graphic design: Angélica González Flores

Editorial care: Editorial UDLAP

Translated from Spanish by María José Goytia Morúa

ISBN: 978-607-8674-76-3

Printed in Mexico

■ SECRETARY OF NATIONAL
DEFENSE MEXICO

MOWIP REPORT 2021

RESULTS OF THE MEASURING OPPORTUNITIES FOR WOMEN IN
PEACE OPERATIONS (MOWIP) ASSESSMENT FOR THE ARMED
AND SECURITY FORCES OF MEXICO

M A R C H 2 0 2 3



SEDENA
SECRETARÍA DE LA DEFENSA NACIONAL

UDLAP®

 **ONU**
MUJERES 


**The Elsie
Initiative Fund**
For Uniformed Women in Peace Operations



ACKNOWLEDGEMENTS

First, we would like to thank the Secretary of National Defense (SEDENA) of Mexico for their openness, interest, and support throughout this assessment. Their commitment and willingness to allow an open dialog and honest reflections on the strengths and weaknesses of current institutional practices for the incorporation of women in UN Peace Operations and within this institution. We witness the hard work that SEDENA has undertaken to achieve the distinction of being an institution of discipline and quality. is a testament to how they strive for excellence through continuous improvement, including the area of gender equality. We also emphasize the serious institutional commitment to gender equality policies within the ministry and its responsibility to support the UN efforts to increase the participation of women in Peace Operations.

Secondly, we would like to thank the Red de Seguridad y Defensa de América Latina (RESDAL, Latin American Defense and Security Network) for their collaboration. The international implementation team was composed by of Marcela Donadio, Felipe Estre, Victoria Gómez, Samanta Kussrow, Elisa Rial, Rosario Rodríguez y Rodrigo Sánchez. As well as the local RESDAL team formed by Josué Leyva Arce and Laura Rodríguez Ruiz (CONASE), Saida Moguel Damián and Alejandro Vergara Pérez (National Guard), Gabriel Macías Ortega and Claudia Villegas Hernández (Decentralized Administrative Body for Prevention and Social Readaptation), Moisés Morales Flores, Yuri Nava Ollúa, Nohemí Navarro Medina and Montserrat Silva Hernández (SEDENA), Jorge Cárdenas Casarrubias, Marco Hernández Cas-

tillo, Daniela Trejo Cruz and Leticia Zamora Nicolás (SEMAR), and Mariel Frago Jimémez and Ana Lorenzo Vázquez (Federal Protection Service).

Finally, we would like to express our sincere gratitude to Chancellor Marcelo Ebrard Casaubón, who has been a strong promoter of the “Women, Peace and Security” agenda, to the Undersecretary for Multilateral Affairs and Human Rights, Martha Delgado Peralta, to the General Director for the United Nations Organization, Eduardo Jaramillo Navarrete, and for his accompaniment to Counselor Roberto de León Huerta, Coordinator for Political Affairs and Peacekeeping, and to Ifigenia Argueta Martínez, Director of Peacekeeping, both from the Secretary of Foreign Affairs, for his assistance. We also thank Martha Rebeca Gutiérrez Estrella, Program Assistant for the Implementation of the Elsie Initiative, liaison between the Secretary of Foreign Affairs, UN Women, UDLAP and RESDAL.

This report was compiled by Dainzú López de Lara Espinosa, Gerardo Rodríguez Sánchez Lara, Naiki Guadalupe Olivas y Renata Chabert Bravo from Universidad de las Américas Puebla (UDLAP), with the collaboration of Xchell Celeste Sánchez Cruz, María del Rocío Lozano Solana, Antonio Montes Magaña, María Fernanda de la Cruz Sánchez, Edgar Darién González Vivanco y Jonathan Roberto Maza Vázquez.

This evaluation was funded by the Elsie Initiative for Women in Peace Operations, through the office of UN Women (Mexico), with the collaboration of the National Women’s Institute during the early stages of implementation.



DISCLAIMER

The views expressed in this report are those of the authors, based on the best information available to them. They do not necessarily reflect the views of the Armed Forces of Mexico, UN Women, UDLAP or RESDAL. The Secretary of National Defense of Mexico approved the publication of this report which integrates the comments and opinions of a representative group of this institution.

CONTENTS

- 1 5 EXECUTIVE SUMMARY**
- 1 5** Main good practices that can be scaled-up and replicated elsewhere
- 1 8** Main barriers to women’s meaningful participation in UN Peace Operations
- 2 1 INTRODUCTION**
- 2 1** Why do we need more women meaningfully participating in UN peace operations and in Mexico’s Armed Forces?
- 2 3** Mexico: National characteristics and institutional profile of the Secretary of National Defense
- 2 5** The Mexican contribution to UN peace operations
- 2 9 METHODOLOGY**
- 2 9** Overview of the MOWIP Assessment
- 3 1** RESDAL: the national research partner institution
- 3 1** Implementation of MOWIP in the Mexican Secretary of National Defense

3 5	THE 10 ISSUE AREAS THAT AFFECT WOMEN'S MEANINGFUL PARTICIPATION IN THE INSTITUTION'S PEACE OPERATIONS
3 7	Eligible pool
4 9	Deployment criteria
6 1	Deployment selection
6 9	Household constraints
8 3	Peace Operations infrastructure
9 1	Peace Operations experiences
1 0 1	Career value
1 0 7	Top-down leadership
1 1 9	Gender roles
1 2 9	Social exclusion
1 4 1	REFERENCES AND BIBLIOGRAPHY

LIST OF MAIN ABBREVIATIONS AND ACRONYM

CECOPAM	Centro de Entrenamiento Conjunto de Operaciones de Paz de Mexico (Joint Training Center for Peace Operations Mexico)
CENDI	Centro de Desarrollo Infantil (Child Development Center)
CESIJ	Centro de Estudios sobre Seguridad, Impunidad y Justicia de la UDLAP (Center for the Study of Security, Impunity and Justice, UDLAP)
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEEFA	Centro de Estudios del Ejército y Fuerza Aérea
CDMA	Conference of Ministers of Defense of the Americas
CNDH	Comisión Nacional de los Derechos Humanos
CONASE	Coordinación Nacional Antisecuestros (National Anti-Kidnapping Coordination)
CONAPRED	Consejo Nacional Para Prevenir la Discriminación
CRI	Centro de Rehabilitación Infantil (Child Rehabilitation Center)
DCAF	Geneva Centre for Security Sector Governance
DPO	UN Department of Operations
ENDIREH	Encuesta Nacional sobre las Dinámica de las Relaciones en los Hogares
FFF	Fact-finding form, or “cuestionario” in Spanish (see section 3)
FPS	Federal Public Service
GBV	Gender-based violence
GDP	Gross Domestic Product
INMUJERES	Instituto Nacional de las Mujeres
IPOs	Individual Police Officers
INAI	Instituto Nacional de Transparencia
LGPSACDII	Ley General de Prestación de Servicios para la Atención, Cuidado y Desarrollo Integral Infantil
LGDNNA	Ley General de los Derechos de Niñas, Niños y Adolescentes
MAF	Mexican Air Force
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINUSTAH	United Nations Stabilization Mission in Haiti
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MONUC	United Nations Organization Mission in Democratic Republic of the Congo
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (previously MONUC)
MOWIP	Measuring Opportunities for Women in Peace Operations
MUCPAZ	Mujeres Constructoras de Paz (Women Peace Builders)
NATO	North Atlantic Treaty Organization
OAS	Organization of American States
PNA	Plan Nacional de Acción (National Action Plan)
PO	Peace Operations

RESDAL	Red de Seguridad y Defensa de América Latina (Latin American Security and Defence Network)
SEA	Sexual Exploitation and Abuse
SEDENA	Secretaría de la Defensa Nacional (Secretary of National Defense)
SEMAR	Secretaría de Marina (Secretary of the Navy)
SINOMAPA	Sistema Nacional de Apoyo a las Operaciones de Mantenimiento de la Paz (National System of Support for Peace operations)
SPINNA	Sistema Nacional de Protección de Niñas, Niños y Adolescentes
SRE	Secretaría de Relaciones Exteriores (Secretary of Foreign Affairs)
TPCC	Troops- and police-contributing countries
UDLAP	Universidad de las Américas Puebla
UN	United Nations
UNCOG	UN Contingents Course in Peace Operations Missions
UNDOF	United Nations Disengagement Observer Force
UNIFIL	United Nations Interim Force in Lebanon
UNMEM	Military Experts in Mission Course
UNOMSIL	United Nation Observer Mission in Sierra Leone
UNSC	United Nations Security Council
UNSCR	United Nations Security Council Resolutions
UNVMC	United Nations Verification Mission in Colombia
WGPKO	Working Group on Peacekeeping Operations
WPS	Women, Peace, and Security



EXECUTIVE SUMMARY

Relevant statistical results



1. Significant increase of women in security and peace institutions in Mexico and UN Peace Operations

Mexico (12%) has twice the average number of women in its Armed Forces as Latin America (7%) and one percentage point more than NATO countries (10.9%).

Mexico exceeds the average number of women deployed in UN Peace Operations. Our country has deployed 23% of women in UN Operations, while in the rest of the operations, it is only 8%.

2. Honor to be part of a UN Peace Operation

Recognition of benefits of participating in a Peace Operation. Respondents said that participating in UN Peace Operations is an advancement in their professional career (86%), that they acquire new skills (82%), generate new friendships and social networks (66%), receive recognition and awards (66%), and extra salary (64%). The honor and recognition of being part of a UN Peace Operation stands out strongly in contrast to the economic benefit.

Benefits for the Armed Forces. 94% of the respondents affirmed that participating in

UN Peace Operations provides benefits to the Mexican Armed Forces.

Mexico's international commitment to peace and security. 96% of the deployed elements say they helped improve peace and security in the host country of the UN Peace Operation.











International prestige. 98% of respondents affirm that the deployment of the Mexican Armed Forces in UN Peace Operations positions the Mexican State at an international level.

Based on the rating system provided by the MOWIP Methodology, we conclude which are the priorities of the Mexican State to continue advancing in the greater participation of military women in UN Peace Operations.

Main good practices that can be scaled-up and replicated elsewhere



Participation of women in all branches of the Army. It is noteworthy that women can enter all branches of the Army and Air Force, which allow their full development not only in traditional areas (administration and nursing) but also in operational and command areas. With these reforms, it is expected that in the following decades, the Army and Air Force will have a greater number of women in command positions.

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

Box 1. Priority by Issue Area

Exclusive calls for women. In recent years, exclusive recruitment calls for women have been published for them to join both, the Mexican Armed Forces, and participate in UN Peace Operations. This is a positive discrimination policy that seeks greater inclusion of women in both military spaces.

Observatory Center for Equality between Women and Men. Equality between women and men is recognized within the military and there is an observatory specializing in gender equality. This is a specialized support body for the planning, detection, evaluation, and implementation of actions aimed at preventing and eliminating any form of gender discrimination and ensuring equal opportunities for women and men in the Mexican Army and Air Force.

Zero-Tolerance Policy for violence against women. SEDENA has a zero-tolerance policy for violence against women. There is also common knowledge about these issues and institutional processes for reporting them. Personnel is well informed about their rights within the institution, feel safe, and know the processes for reporting irregularities.

Transparency in the selection process for Peacekeeping Operations. Transparency in the selection process for deployment and promotion of personnel stands out. Emphasis is placed on respecting relays for women in UN peacekeeping operations.

Labor rights that enable deployment. SEDENA has policies in line with current national

labor law that allows deployed personnel to choose where to lease housing for their family, timely payment of their salary, and access to all social security and health benefits for their family.

National training center for Peace Operations with a gender perspective. Mexico has a Joint Training Center for Peace Operations (CECOPAM). Its mission is to train military, police, and civilian personnel of the Mexican

State to deploy in UN Peace Operations. This center has first-class facilities to house and train at the same time between 200 and 300 deployable elements. It has infrastructure and facilities that meet the highest international standards for the reception and training of military women.

Gender-responsive equipment. The women surveyed acknowledged that the Secretary provides them with adequate uniforms. SEDENA has its own uniform manufacturing industry that has been adapting the production of uniforms to the needs of military women.

Foreign language instruction. SEDENA has an important infrastructure to address the foreign language learning barrier through the Military Language School, which can support the training of deployable elements. SEDENA has the tools for language learning prior to deployment, which provide personnel with communication and conflict resolution skills. CECOPAM has a French language survival course for deployable personnel.

Recognition from the Mexican State. Personnel deployed in Peace Operations highlight the recognition by high-level national authorities and the promotion of the importance of the peace operations in which they have participated.

Main barriers to women's meaningful participation in UN Peace Operations

With the information obtained for this report in 2021 and the evaluation of ten issue areas, it was found that SEDENA has the following five barriers to the deployment of military women in UN Peace Operations.

- » Strengthening training about gender perspective (area 9)
- » Learning a second language and driving vehicles for deployment (area 2)
- » Expand awareness about opportunities for deployment of women in Peace Operations (area 6)
- » Differentiated access to medical services, training, and uniforms (area 5)
- » Increase deployment, promotion, and leadership opportunities for women (area 8)

The following are ten areas of public policy opportunity. These can foster a greater deployment of military women in UN peace operations and, in general, greater participation of women in the Mexican Armed Forces.

1. Strengthening training about gender perspective (high priority). Strengthen programs and campaigns on gender stereotypes and new masculinities.

2. Learning a second language and driving vehicles for deployment (high priority). It is desirable to train personnel in the use of a second language and the use of vehicles, both to increase the deployed personnel.
3. Expand awareness about opportunities for deployment of women in Peace Operations (high priority). Increase dissemination, opportunities, and visibility of testimonies about the experiences of women in UN Peace Operations to increase participation.
4. Differentiated access to medical services, training, and uniforms (medium-high priority). Conduct gender assessments to meet women's needs for uniforms, mental and reproductive health services, and deployment equipment.
5. Increase deployment, promotion, and leadership opportunities for women (medium-high priority). Promote entry opportunities for women into the Armed Forces and increase their positive promotion and deployment.
6. Expand the scope to address the needs regarding household constraints (medium priority). Widely inform about childcare services and support those provided by the institution to prevent women from being affected by deployment.
7. Create and expand gender-based violence awareness policies (medium priority). Strengthen the scope of campaigns and create gender violence and stereotypes awareness policies for all personnel.
8. Expand the outreach of campaigns that promote the experiences of deployed personnel (medium-low priority). Create and expand programs for

adaptation, mentoring, and prevention that provide a better experience for deployed personnel.

9. Mexico's participation in UN Peace Operations (low priority). Continue with Mexico's prominent participation, particularly of women, beyond the institution.
10. Improve gender equality training (low priority). Extend the scope of gender equality training and education to make it mandatory.

About the MOWIP methodology



The Measuring Opportunities for Women in Peace Operations (MOWIP) assessment for the Secretary of National Defense of Mexico (2020) seeks to examine the capacity of the Mexican Security and Armed Forces to increase the number of deployed women in UN Peace Operations. The MOWIP Methodology uses three data collection tools: a survey (to active personnel), the fact-finding form (FFF), and key decision-maker interviews. The national assessment partner, the Red de Seguridad y Defensa de América Latina (RESDAL, Latin American Defense and Security Network) carried out the data collection for this project from August 2021 to April 2022.



INTRODUCTION

The Government of Mexico, through the Ministries of Foreign Affairs (SRE), National Defense (SEDENA), Navy (SEMAR), Security and Citizen Protection (SSPC), and the National Institute for Women (INMUJERES), together with the UN Women Office in Mexico, presented a proposal to the Secretary of the Elsie Initiative Fund in New York to carry out the measurement of barriers and opportunities within the Armed and Security Forces to identify the obstacles faced by Mexican military and police women to increase their deployment and meaningful participation in UN Peace Operations.

On February 11, 2021, the Secretary of the Elsie Initiative Fund informed its decision to support the project presented by Mexico, which will strengthen the fulfillment of the objectives and actions outlined in the strategy for Mexico's participation in Peace Operations (PO) and Mexico's First National Action Plan (NAP) for the fulfillment of the Security Council Resolution 1325 (2000) on "Women, Peace, and Security" (NAP-1325).

The Working Group on Peacekeeping Operations (WGPKO), formed by representatives of the participating Ministries of State, designated the Latin American Security and Defense Network (RESDAL) and Universidad de las Américas Puebla (UDLAP) as strategic partners in the evaluation of the barriers. The international team of RESDAL (Argentina) previously collaborated in the collection of information and implementation of the surveys contemplated by the barrier's methodology in Uruguay, while UDLAP has extensive expe-

rience in academic collaboration with the Armed Forces in the country.

Project implementation began in May 2021 with resources approved by the Elsie Fund and administered by the UN Women's Office in Mexico. RESDAL implemented the methodology called the Measuring of Opportunities for Women in Peace Operations (MOWIP), through more than 1,200 surveys and 45 in-depth interviews with Security and Arm forces personnel. On its side, UDLAP oversaw the collecting and processing of the data for its analysis, as well as the presentation of the final report about the ten issue areas that affect the meaningful participation of women in Peace Operations.

Why do we need more women meaningfully participating in UN peace operations and in Mexico's Armed Forces?

■ Women's inclusion in all aspects of public and private life is essential for the full development of any society and country. The Armed Forces of all countries privileged the exclusive recruitment of men. Therefore, women's participation at all levels and under equal conditions has become a priority for the international community. Conventionally, women's role

in the Armed Forces has been interpreted in areas such as nursing or administrative assistance. However, as time has passed, the need to include women in operational positions and strategic decision-making processes has become evident.

To achieve proper integration of women into military structures, it is essential to have a gender perspective¹ to analyze the reasons why women have been excluded from the Armed Forces and to propose an action plan to change the status quo. An example of this is UN Security Council Resolution 1325, and the subsequent ones², which urges member states to increase the representation of women in all international peace and security processes and mechanisms. Despite such efforts, currently, only 6% of all uniformed, military, police, justice, and corrections personnel in UN peacekeeping missions are women (UN, 2020a), and of the 81,832 police and military elements in the various UN peacekeeping missions, only 5,975 are women (UN, 2020b). This lack of representation in peacekeeping forces proves that, regardless of national and international efforts, there is still a long way to go.

Armies' main purpose is to protect the sovereignty and national territory; thus, their efficiency is measured in their ability to carry out the orders of their political leaders (Egnell, 2016, p. 75). To achieve this, the Armed Forces have a hierarchical structure, and professional culture, and are specifically equipped and trained to increase their combat capacity. This capacity is determined by physical factors (the size of their troops and the equipment they use); conceptual (how they employ their resources), and moral (the values and will of the soldiers) (Egnell, 2016, p. 76). The incorporation of women, from a gender perspective, at

all levels of the Armed Forces has the potential to increase combat capability and expand the traditional military paradigm by including non-traditional security aspects (Egnell, 2016, p. 77). First, women's presence equals an increase in the number of troops and increases the physical factors of the military. Similarly, the more diversity and skill sets there are, the better decision-making and greater effectiveness and performance will be present (UN, 2020a).

Meanwhile, the collaboration of women in peacekeeping missions eases the work with affected communities by establishing communication channels and creating links with civil society (UN, 2020a). Finally, the presence of women in different positions within the Armed Forces helps to break down gender stereotypes and roles and promotes an inclusive vision in society.

There is no doubt that the benefits of having a gender perspective within the Armed Forces and peacekeeping missions are numerous and that the presence of women at all levels of the military structure is essential to generate the common good to the nation. According to the Global Study on the Implementation of UNSCR 1325 (2015), the probability of a peace agreement lasting at least two years increases by 20% when women are involved, and the probability of it lasting fifteen years increases by 35% (European Parliamentary Research Service Blog, 2018). However, the reality is that the representation of men and women within the Armed Forces and peacekeeping missions is highly disproportional: in an effort to balance the scales, the UN Security Council passed in 2000 Resolution 1325.

Since then, there has been an international effort to guarantee women's equal access to military service and the incorporation of a gender perspective in the Army. Nevertheless, it is still needed to continue with the analysis and planning of new strategies to guarantee the equal inclusion of women in the Armed Forces and in peacekeeping missions. The following section describes UN Resolution 1325, as well as other efforts made by different organizations and States in this area, and places special emphasis on the Mexican case and the

¹ Gender perspective is defined as «a tool used to analyze and understand the discrimination, inequality and exclusion experienced by women, and to determine the actions necessary to eliminate them» (Instituto Nacional de las Mujeres, Mexico, 2007, p. 104).

² Other UNSC resolutions related with women inclusion in decision-making positions within peace processes are 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), and 2467 (2019).

implementation of the National Action Plan for the monitoring of Resolution 1325-2000 (NAP-1325).

UNSCR 1325: a milestone for women in peacekeeping missions

UN's UNSCR 1325 (2000) was the first instrument issued by this organization that incorporates a gender perspective in peace processes and requires the parties in conflict to fully respect women's rights (Benavente, et al., 2016, p. 7). Although the UN had already promoted an agenda recognizing the importance of achieving gender equality for the development of States since the 1970s, the relation between gender and security had been excluded. With its approval in 2000, this resolution marked a turning point in the understanding, not only of international security, but also the processes of prevention, maintenance, and consolidation of peace. The basis of UNSCR 1325 comes from a recognition of the differentiated and disproportionate impact that armed conflicts and situations of insecurity have on women, especially in gender-based violence (GBV) (Benavente, et al., 2016, p. 7).

Likewise, it also recognizes the importance and women's role in the holistic understanding of peace and security phenomena. Previously, there have existed other major advancements in gender equality, being the most important precedent the inclusion of a specific issue area on women and armed conflict at the IV World Conference on Women in Beijing in 1995 (UN Women). This conference emphasized for the first time the need to incorporate a gender perspective in the treatment of armed conflicts, analyze the differentiated effects of these on men and women, as well as to increase the participation of women in conflict resolution (Benavente, et al., 2016, p. 28). All these points are subsequently adopted by the Security Council resolution.

A fundamental part of understanding the revolutionary nature of UNSCR 1325 is the effort made to break past gender stereotypes that position women solely as victims. Hence,

unlike previous instruments, the UNSCR 1325 gives special recognition to the role played by women as agents of change, as well as the urgent need to incorporate them into decision-making processes at all levels (Real Instituto Elcano, 2020).

Twenty years after its approval, the legacy of UNSCR 1325 is undeniable. Today, the number of women participating in peace and security areas has increased, both at the international level and within each country. The construction of a social awareness that is increasingly oriented towards recognizing, not only the vulnerabilities but also the work of women has also grown. The challenges are still great, yet the adoption of this resolution is undoubtedly a firm step in the right direction.

Mexico: National characteristics and institutional profile of the Secretary of National Defense

Background of Mexico

Mexico is a representative, federal and presidential republic composed of 32 states. Mexico City is the country's capital and is the seat of the three branches of government. The Mexican nation began its independent life 200 years ago (1821) and in 2000, the country transitioned to full democracy, which has led to the peaceful consolidation of its political institutions.

In geopolitical terms, Mexico is a privileged country with a multi-regional presence, being first and foremost a country with identity, culture, and interest in the development of Latin America, with regional membership in Central America, the Caribbean, and North America, with also transoceanic ties with Europe and the Asia Pacific.

Following the United States and Brazil, Mexico has one of the largest populations on the continent, with 129 million inhabitants in 2020, of which just over half are women, 6.6% identify as indigenous, and 80% live in urban areas. Mexico is also the third-largest territory in Latin America.

The country is the fifteenth largest economy in the world and the second-largest economic power in the region, with a Gross Domestic Product (GDP) of US\$1.076 billion, according to the World Bank. Projections by international financial institutions place Mexico between the seventh and tenth-largest economies in the world by 2050. However, the country faces strong challenges in reducing poverty and socioeconomic inequality.

At the end of the revolutionary process, the military laid down their weapons, and since 1946 the country has been ruled uninterruptedly by civilian presidents without any coup attempts. The Armed Forces have shown absolute loyalty to democratically elected civilian institutions and are a factor in the stability of the Mexican State.

In 1945, Mexico played an important role as a founding member state of the United Nations Organization, and through the organization of the Chapultepec Conference, managed to pave the way for the establishment of the first American states in the new post-war international order. Subsequently, the country has made significant progress in the field of gender and women's rights. Among these, three fundamental areas stand out: strengthening of domestic law, gender institutionality, and growth in public resources allocated to gender equality issues.

Mexican diplomacy has distinguished itself for the promotion of the peaceful resolution of disputes, non-intervention in the internal affairs of other States, international cooperation for development, non-proliferation of weapons, and the promotion of international peace and security.

Institutional profile of the Secretary of National Defense

The Secretary of National Defense (SEDENA) has its historical precedent in the Ministry of War, according to the Constitutional Decree for the Freedom of Northern America of October 22, 1814. With the Political Constitution of the United Mexican States of 1917, the existence of the Ministry of War and Navy was ratified. Later on, with the decree of November 1, 1937, the Secretary of National Defense was created, and, by the legal disposition of December 30, the Navy was separated under the Autonomous Department of the National Navy. The existence of the Secretary was ratified with the decrees of 1939, 1946, and 1958. With the promulgation of the Organic Law of the Federal Public Administration in 1976, the Secretary's competencies were more clearly established.

SEDENA acts as a Ministry of State and Commander of the Mexican Army and Air Force. In this way, and until the reform of the Organic Law of the Army and Air Force, the Command of the Mexican Army was created. In this sense, SEDENA has a dual function, as a joint General Personnel and General Command of the Mexican Army and Air Force, and as a Ministry of State with administrative and political functions within the Federal Government.

Through the Command of the Mexican Army, SEDENA has twelve Military Regions and 48 Military Zones. The personnel, according to their functions, are divided into Weapons or Services, being the Army's weapons infantry, cavalry, armored weapons, artillery, and engineers; its services encompass quartermaster, engineers, cartography, transmissions, war materials, transportation, administration, health, justice, veterinary and remount, information technology, meteorology, flight control, and air material. There are also special corps, such as the Air Force, the Military Police Corps, and the Military Music Corps. On the other hand, the Mexican Air Force has four Air Regions, concerning its weapon elements, it has

those trained as Aviator Pilots, having at its disposal the services of the Mexican Army.

Regarding the participation of women in the Army and Air Force, the first documented case is that of Valentina Ramírez during the Mexican Revolution in 1910. In 1934, the first woman was officially discharged from the General Intendancy of the Army. From that moment on, the participation of women within SEDENA has been increasing, gaining more and more spaces within the institution itself, both in professional training and in administrative and operational activities.

SEDENA's institutional mission is to organize, manage and prepare the Mexican Army and Air Force to defend the integrity, independence, and sovereignty of the nation, guarantee internal security and contribute to national development. Thus, in 1965 and under presidential mandate, SEDENA developed the "Civilian Relief Plan" or "Plan DN-III-E", with the sole purpose of assisting the population in natural disasters. This plan has been applied continuously and uninterruptedly since its creation.

The participation of women in the Mexican Army and Air Force is still recent, however, the increase of female personnel is constant. Nowadays, there are 25,495 women on active duty (11.9% of the total personnel) with the full possibility of promotion in the hierarchical scale.

Concerning the participation of women in peace operations, SEDENA has deployed 21 female elements, equivalent to 40% of the total number of deployed personnel. SEDENA has the firm intention of not only maintaining but increasing this number since the participation of female personnel strengthens Mexico's commitments to the Women, Peace, and Security Agenda and is consistent with the Mexican Government's feminist foreign policy. Institutionally, the benefits lie in the development of new capabilities based on lessons learned, the training of qualified instructors for training, the training of experts

in peace operations, and the strengthening of international projection.

Additionally, since 2006, the SEDENA has participated in tasks related to the preservation of public order, support to local authorities in public security, and social proximity work. Likewise, since 2018 under a presidential mandate, SEDENA has been asked to supervise, plan, implement and manage priority public works of the current administration, such as 1) the creation of the National Guard, 2) the construction of a new international airport, and 3) the construction of railway lines in the south and southeast of Mexico.

In terms of public opinion, the Army has retained for the last two decades a very high level of trust, close to 88% of the surveyed population. Despite all the missions led by our Armed Forces, the Army and Air Force have a budget of less than 0.6% of the national GDP. According to World Bank statistics, Mexico is the fourth country in Latin America that invests the least in military spending, only behind Guatemala (0.5%), as well as Costa Rica and Panama, that do not have regular armies (0.0%).

The Mexican contribution to UN peace operations

■ During the historical period known as the Cold War, Mexico participated in Peacekeeping Operations on only three occasions. The first two with military observers: in the Balkans (1947-1950) and Kashmir (border between India and Pakistan, 1949). In El Salvador (1992-1993), Mexico participated with 120 police officers. Since 2015, when the Mexican individual personnel deployment resumed in said operations, there have been around 140 deployments, both military and police, made gradually and in coordination with the UN, in

order to do international observation labors, military observation, and as officers of the Personnel in the general headquarters of nine peace operations. As of May 2022, our country has deployed a total of 32 women, belonging to the Mexican Armed Forces in Peace Mission in Colombia, Mali, Western Sahara, the Central African Republic and the Kashmir region. Currently, around 35% of the deployed personnel are women.

Mexico's participation in Peacekeeping Operations has been gradual in quantitative terms and the type of tasks that it will participate in. These tasks may include military or civilian personnel for the performance of a wide range of tasks, involving engineers, doctors and nurses, political observers, electoral advisors, and human rights specialists, among others.

Mexico's participation in Peacekeeping Operations will always be subject to an express authorization and a clear mandate from the UN Security Council, as it is the only body empowered to make decisions for the maintenance of international peace and security. Such participation will also be conditioned to the express consent and cooperation of the State where the Peacekeeping Operation will be deployed, in conformity with the national legal framework and the foreign policy priorities.

Mexico's participation in UN Peace Operations is based on the normative principles of the foreign policy contained in Article 89 section X of the Constitution and the UN Charter, to which Mexico is a State party, as well as in the National Development Plan 2019-2024.

Mexico ranks 29th worldwide among the countries contributing in financial terms to Peacekeeping Operations, and second in Latin America. Since 2015, when the first deployment of Mexican individual personnel to such operations began, around 119 individual deployments, both military and police, have been gradually performed in coordination with the UN, to conduct international observation work, military observation and as personnel officers in the headquarters of nine peace operations, as shown above, in the box.

Since then, deployments of Mexican individual personnel have been constant: personnel deployed in those operations have been replaced and new personnel has been deployed, based on available vacancies and evaluations made by the Working Group on Peacekeeping Operations, which is composed of the Ministries of Foreign Affairs, National Defense, the Navy, Security and Citizen Protection, Finance and Public Credit, as well as the Presidency.

It should be stressed that the Mexican personnel participating in Peacekeeping Operations is chosen by the UN through a rigorous selection process based on high standards of training and qualification.

Mexico has a Joint Training Center for Peace Operations (CECOPAM), whose objective is to train Mexican military, police, and civilian personnel to participate in Peacekeeping Operations, as well as foreign personnel in the future. To date, courses have been given for Mission Experts and Personnel Officers, with the first pre-deployment course for UN Female Officers for military and police personnel to be deployed in peace missions. Around 484 elements belonging to SEDENA, SEMAR, and the Secretary of Security and Civilian Protection have been trained in these courses (365 men and 119 women).



M E T H O D O L O G Y

Overview of the MOWIP Assessment

The Measuring Opportunities for Women in Peace Operations (MOWIP) methodology is the result of a joint effort to promote the meaningful participation of women in peace operations. The methodology seeks to identify the barriers impeding the meaningful participation of women in peace operations. This with a main purpose: promoting gender equality in peacebuilding. Therefore, it becomes a comprehensive and systematic tool that works as conceptual framework to identify good practices and areas of opportunity within institutions. While the MOWIP methodology has a specific focus on UN peace operations, the good practices and barriers identification may have a greater incidence within the internal structure of the institution in a broader sense due to its design. Thus, the effects of gender equality promotion may overlap throughout all intuitions that are involved in peacebuilding.

To do so, the MOWIP methodology understands that it is necessary to formulate institutional changes that enable women to participate meaningfully in Peace Operations. To achieve this, ten issue areas were identified to capture the opportunities and barriers faced by women in Peace Operations. These areas contribute to building fairer and more gender-sensitive institutions and enhance the institutions' responsiveness. The issue areas encompass the institutional process involved in participating in Peace Operations. In addition, it also considers how informal institutions

create constraints that influence women's meaningful participation. Its main objectives are:

- » To provide a comprehensive set of issue areas within a given military or security institution that could be improved to increase the meaningful participation of women in UN peace operations.
- » To identify good practices within the military or security institution that can be utilized, expanded, and/or disseminated more widely.
- » To apply a set of tools and a comprehensive list of indicators to measure the importance of each issue area to increase the meaningful participation of women in the military or security institution.
- » To determine the differential impact of each issue area on the military or security institution.

The MOWIP methodology has three components: interviews with decision-makers, the fact-finding form (FFF), and a survey to deployed personnel. The FFF is a unique tool that stores information on personnel statistics, policies, programs, and institutional practices. It was designed to collect qualitative and quantitative data from official sources on deployment to UN Peace Operations from the country and institution being assessed. The FFF is guided by over 160 questions, which can be complemented through information gathered in the interviews with decision-makers.

In SEDENA, 409 personnel surveys were conducted, exceeding the threshold established by the institutions (400), of which 51% were women, and 49% were men. Of the sur-

veys conducted on the deployed personnel, 78% were men, and 22% were women. The highest rank surveyed in SEDENA was a Brigadier General, and the lowest was a Corporal. Personnel were surveyed from ten different regions including: Mexico City (48%), Guadalajara (7%), Guerrero (5%), Irapuato (6%), Mazatlan (3%), Nuevo Leon (5%), Oaxaca (5%), Torreon (8%), Tuxtla Gutierrez and Veracruz (9%). The average entry age is 20 years old, with 18 years being the predominant age. From the sample, 65% consider themselves as 'mestizo', followed by indigenous (26%), white (3%), and black or 'mulatto' (2%).

The partner institution RESDAL conducted the surveys. The team from the Universidad de las Américas Puebla (UDLAP) oversaw the processing and analysis of the survey results. It focused on obtaining statistically significant differences between women and men, as well as between deployed and non-deployed personnel. Based on this, importance by issue area is identified through a color coding, where red is the most important and green is the least important (unless indicated otherwise in inverse scores). Barriers are identified in general and those most important for women. Then, the survey information is compared with that of the FFF to compare personnel's experiences with the institution's norms and legislation. These results are presented and vetted during the validation process with the security institution.

Therefore, the MOWIP Methodology produces robust and evidence-based findings drawing on the perspectives from different sources: the personnel's experience and perceptions; the knowledge of the implementation and analysis team; as well as 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

address the root causes preventing uniformed personnel, particularly women, from deploying in peace operations. The use of a common methodology in many countries also enables the identification of universal barriers that need to be addressed at the UN level and highlights good practices that can be scaled-up and adapted to other contexts.

The MOWIP methodology was developed through a collaboration between DCAF and Cornell University in the framework of the Elsie Initiative. DCAF is a security research center dedicated to generating knowledge and assessments for states and international organizations involved in security-related issues. Their role in the creation and implementation of the MOWIP methodology is key, as in 2019 they created the baseline study to research and understand the situation of women in UN peace operations. This led them to collaborate with the Gender and Security Lab led by Dr. Sabrina Karim of Cornell University, in the creation of the MOWIP methodology. Moreover, DCAF acts as a platform to manage, organize, and publish the reports generated by the Elsie Initiative by applying this methodology in the different countries that have been selected by the initiative.

Similarly, the Gender and Security Lab of Cornell University assists countries in applying the MOWIP methodology and analyzes the data obtained to develop the report. The lab has completed surveys and interviews for both the Ghana and Uruguay reports and seeks to continue this work for the reports on Norway, Liberia, and Jordan. The close collaboration and relationship of both research centers have allowed the development and application of the MOWIP methodology as a tool to quantitatively and qualitatively measure the different barriers faced by female soldiers around the world to serve in peace operations. Furthermore, both centers have generated strategies

and recommendations to reduce the gender gap that exists within the Armed Forces structures both at the national level of the selected countries and at the international level within the UN structure and Peace Operations.

RESDAL: the national research partner institution

RESDAL is a civil society organization that, as a network, generates, connects, and empowers the capacities and efforts of decision-makers, academics, and members of civil society in the field of security and defense. RESDAL collaborates with the construction of a safe and peaceful democratic environment in Latin America and the Caribbean as well as worldwide. Its mission is to be a think-tank and a center of action that combines academics and practitioners, serving as a clearinghouse for the generation of projects and a space to advocate for the democratic advancement of the security and defense sectors. RESDAL has three main working areas: Defense, Public Security, and Gender. One of its main products is the Comparative Atlas of Defense of Latin America and the Caribbean, which has been published every six months since 2005, it has established itself as the main source of information in the hemisphere and has been officially part of the process of the Conference of Ministers of Defense of the Americas (CDMA) since 2008. In the area of public security, RESDAL studies the increase or decrease in crime rates, political-institutional control of public security, justice, prevention, budgets, participation of the

Armed Forces, private security, and statistical data. The organization has also a program on public security in Central America, which produced a Public Security Index and a Public (In) Security Index with the incorporation of some South American countries.

Regarding gender, RESDAL has sought to create an in-depth analysis from a regional perspective on gender integration in Peace Operations. Under the framework of the Women, Peace, and Security (WPS) Agenda. RESDAL's work as a think tank has focused on reviewing WPS implementation in military contributions to Peace Operations, in order to create an inclusive and fair perspective in peacebuilding. Thus, since 2008, its research and advocacy have produced material on understanding how a peace mission can contribute to the construction of a gender perspective and how military contingents are involved in such processes. Under these precepts and RESDAL's extensive field experience in the application of the MOWIP methodology in Uruguay, it was decided to select it as the partner institution for the application of the surveys and completion of the FFF, ensuring impartiality in the results presented.

Implementation of MOWIP in the Mexican Secretary of National Defense

The MOWIP assessment in Mexico was carried out between May 2021 to May 2022. The first step consisted of the creation of a High-Level Panel coordinated by the Secretary of Foreign

Affairs (SRE), where the security institutions of the Mexican government began working with the methodology. In this panel, agreements and authorization for the development and planning by the key stakeholders involved were reached.

The next steps focused on defining the population and the sample origin of the deployed personnel to be surveyed, as well as identifying the key decision-makers to be interviewed. Meanwhile, an effort was made to contextualize the survey for Mexico, so that the language used would be appropriate for the respondents and would produce a feeling of comfort. Likewise, the team sought to adapt the survey (without making substantial changes that would alter its comparative component) to the country's practices. This entailed revising the survey and excluding questions, as well as adding others that were necessary (or not) for the final analysis. Additionally, the team decided to work with the institutions to allow them to ask questions that would be of their interest under their perceptions of barriers and/or policy proposals to increase the participation of women in Peace Operations. Finally, the team also worked on adapting and contextualizing the language of the FFF, as well as establishing the information requests to be asked to the institutions.











Moreover, the team worked in coordination with RESDAL and the security institutions to define technical issues. In particular, the software through which the survey would be carried out was defined, as well as ensuring that it worked properly and that all the questions were loaded correctly. Permissions and confidentiality agreements for respondents and interviewees were drafted. The size of the sample and its composition in terms of rank and sex were also specified. During the implementation process, the team monitored and verified that the survey results were securely uploaded to the corresponding servers.

The surveys' application began on August 2, 2021, with two weeks of training and preparation for the team that would conduct the surveys and interviews. Later on, the team traveled to about 18 locations around the country in order to meet the goal: at least 400 members of the military and security institutions. The survey modality was face-to-face and virtual. In the case of the former, the team worked under the highest health protocols so that the actors involved felt safe when conducting the surveys or interviews.

The results were presented, reviewed, and validated during a workshop with the institutions that belonged to the High-Level Panel and their representatives during May and June 2022.



**THE 10 ISSUE
AREAS THAT
AFFECT WOMEN'S
MEANINGFUL
PARTICIPATION IN
THE INSTITUTION'S
PEACE OPERATIONS**

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

Box 1. Priority by Issue Area



1

Eligible pool

MEDIUM-HIGH PRIORITY



This issue area seeks ways to enhance women's meaningful participation, by promoting women's rights and increasing the benefits and resources allocated for the pre-deployment process, opportunities during deployment, and post-deployment transitions. (Karim, 2020)



The issue area objectives are:

- » To guarantee women's access to employment opportunities within the institution.
- » To measure the eligible pool of women within the institution, units, and individual roles (how many women there are and in what positions).
- » To measure the nature of women's participation within the institution: their motivation for joining the Armed Force, their experiences with training and with the facilities, the licenses or benefits they have, and work experience.

Main findings

■ The eligible pool is an issue of medium-high priority for SEDENA, as it represents a significant barrier to deployment in Peace Operations for both women and men. In addition, it was the issue area with the lowest scores in the implementation gap and in the institutional barrier for women. This means there is a significant gap between institutional policies and personnel experience, as well as it something that disproportionately affects women. The women surveyed identified this issue area as the third challenge in Mexico to increase women's participation in Peace Operations.

Main good practices

- » Women in SEDENA are already in all arms and are in the military route to meet the profile requested by the UN to be deployed in the coming years. However, time is needed for them to build and advance in their careers to reach the necessary profile and rank to be selected for deployment.
- » Exclusive calls have been conducted for the recruitment of women in SEDENA.
- » Exclusive calls have also been issued for the deployment of women in UN Peace Operations in SEDENA.
- » Although the uniforms were not to the liking of all women in the military, SEDENA is making efforts and changes to modify the uniforms, which have been adjusted to women's bodies.

Main barriers

- » A lack of communication in public media for opportunities to join SEDENA is identified.
- » To extend the opportunity for training abroad for Peace Operations to Mexican personnel.
- » A positive promotion policy for women is required, as women are less likely than men to hold leadership positions.
- » Women perceive that they are less likely to deploy than men.
- » Women volunteer to a lesser extent, thus the policy of disseminating experiences by deployed women could be strengthened.

Good practices

SEDENA has recruitment campaigns specifically aimed at women

Since 2007, women have been included in recruitment calls and campaigns. Likewise, SEDENA has calls specifically for women. An example is the 2020 and 2021 recruitment campaigns, which included a specific call for women interested in the military police and medical surgeons.

GOOD PRACTICE BOX: Recruitment campaigns for military police and medical surgeons

In the last two years, the institution has carried out “Calls with a gender perspective in SEDENA” for recruiting Military Police Soldiers and Auxiliary Second Lieutenant Medical Surgeons. The calls are public and open and are aimed exclusively at women interested in joining the Mexican Army and Air Force. In 2021, the calls for applications opened 435 vacancies for Military Police¹ and 50 for Medical Surgeons². In 2020, there were 1,443 vacancies for military police³ and 100 for female doctors⁴. These va-

1 “Call with Gender Perspective of the Secretary of National Defense: Soldier Military Police (assigned to the National Guard)” (2021).

2 “Call with Gender Perspective of the Secretary of National Defense: Auxiliary Second Lieutenant Medical Surgeons” (2021).

3 “Call with Gender Perspective of the Secretary of National Defense: Soldier Military Police (assigned to the National Guard)” (2020).

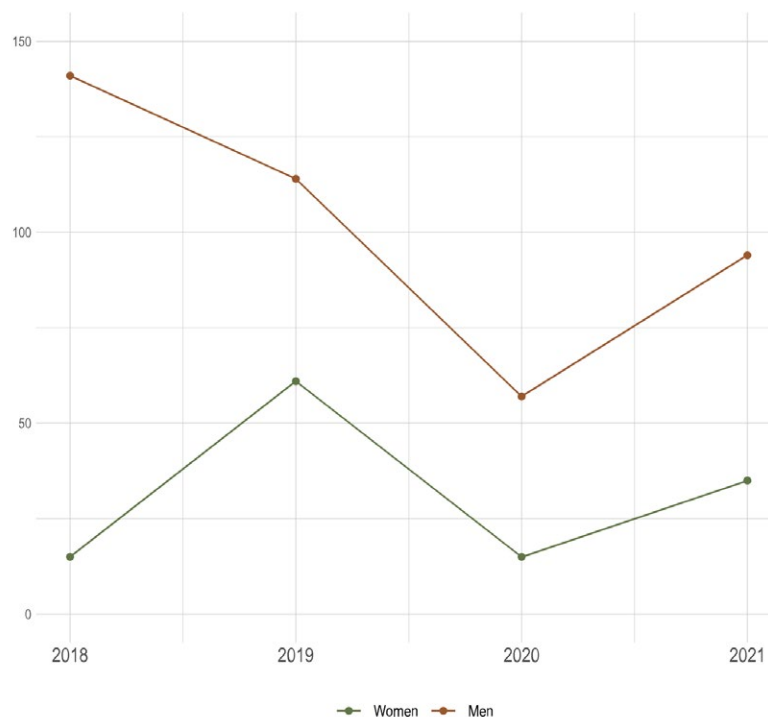
4 “Call with Gender Perspective of the Secretary of National Defense: Auxiliary Second Lieutenant Medical Surgeons” (2020).

cancies recognize international commitments to achieve gender equality such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the 2030 Agenda for Sustainable Development. Moreover, they recognize the different national tools that advocate for an institutional gender perspective such as the jurisprudence of the National Supreme Court of Justice, the Mexican Constitution, the General Law for Equality between Women and Men, the Federal Law to Prevent and Eliminate Discrimination, and the Mexican Standard NMX-R-025-SCFI-2015 on Labor Equality and Non-Discrimination.

CECOPAM trains most of the personnel that deploy

98% of deployed personnel received Peace Operations training at CECOPAM. This aligns with the training provided by CECOPAM. While this training appears to be declining, it is relevant to analyze such a decline by understanding the context of the COVID-19 pandemic.

Personnel trained in CECOPAM



Box 2. Personnel trained in CECOPAM 2018 – 2021, by sex

Women’s participation in SEDENA occurs at all levels of the institution

In 2021, SEDENA had enrolled 25,257 women, 15% of whom were in middle or higher ranks and 85% in junior ranks. Similarly, 21% of SEDENA’s battalions were composed by women, equal to 15,154 female soldiers.



Box 3. Women by rank in SEDENA (2021)

Box 4. Inadequate equipment and facilities, by gender

Equipment/Facility	Women	Men
None	43%	55%
Bathrooms	8%	9%
Accommodation	16%	8%
Office spaces	12%	8%
Dining room	11%	7%
Recreational Spaces	11%	7%
Uniforms	16%	12%
Equipment	21%	23%
Breastfeeding facilities	17%	7%
Do not know	1%	1%
Do not wish to answer	1%	NA

Both men and women consider the facilities and equipment adequate

94% of personnel mentioned having access to the bathroom of their preference. Women (79%) and men (86%) consider that they are provided with the necessary equipment to carry out their duties. In general, the personnel indicated that the accommodations, bathrooms, equipment, and uniforms are adequate.

High interest in deployment and/or redeployment

Experiences are good among deployed personnel. This shows in that 94% of respondents expressed a desire to deploy and/or redeploy to a UN Peace Mission.

Box 5. Willingness to deploy

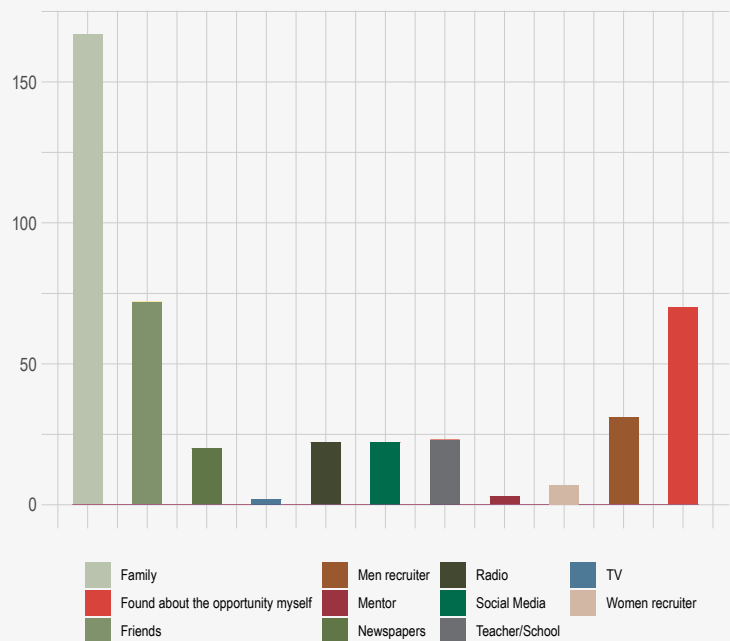
Would you like to be deployed in (another) UN Peace Operation?	
Yes	94%
No	4%
Do not know	3%

Barriers

Little diversification of the channels through which personnel learn about enrollment opportunities

Around 58% of the personnel learned about the possibilities of joining SEDENA through family and/or friends. Only 5% mentioned finding out about enrollment opportunities through newspapers, 0.5% through television, 5% through radio, and 5% through social media. About 17% of the sample reported that they learned about opportunities by researching independently. A greater focus on communicating enrollment opportunities in public media could recruit more women.

How did you found out about the opportunity to enlist in the institution?



Box 6. Channels by which personnel learned about opportunities to join the institution

Few personnel have been trained abroad

Approximately 70% of the personnel mentioned that they have not attended training abroad. Since the creation of CECOPAM, the focus on in-country training has been preferred. Before its creation, personnel were sent mainly to Chile and Argentina for training. Training abroad could represent valuable experiences for the personal and professional development of SEDENA's personnel. There is currently cooperation from the US Department of State and discussions are underway with the governments of Canada and Germany to support CECOPAM's training efforts.

The road to women's inclusion at all levels of SEDENA

According to SEDENA¹, in 2007 women entered the officer corps through the Heroic Military College. This marks the beginning of a change process where women began to be allowed to participate within the institution. However, the entry was not general. It formally begins the path of recognizing the importance of the inclusion of women, incorporating this action in the sectoral plans and programs of the institution in the years 2006-2012. Openness to other arms (beyond the Military College) begins in 2012. However, in the following 10 years, women would not be allowed entry to infantry and cavalry². For these arms, entry is allowed until the call is issued in February 2022³. This indicates that, although change has been gradual, taking almost 15 years, there is an institutional decision that allows women to enter the military career. These actions are part of a strategy promoted by the Mexican State from different spheres for gender perspective integration in government institutions and programs.

1 Secretary of National Defense, "Women in the Mexican Army and Air Force", gob.mx, retrieved: June 5, 2022, <http://www.gob.mx/sedena/acciones-y-programas/las-mujeres-en-el-ejercito-y-fuerza-aerea-mexicanos>.

2 In 2021, *Excelsior* published a newspaper article referring women are allowed to enter since 2021. However, the official announcement states: "From the Infantry, Cavalry and Armored Weapons, Bachelor's Degree in Military Administration (men)". See more information in *Excelsior*: "Women at Arms at the Heroic Military College", *Excelsior*, November 16, 2021, <https://www.excelsior.com.mx/nacional/mujeres-a-las-armas-en-el-heroico-colegio-militar/1482938>. Call 2021: "Call for General Admission 2021", General Direction of Military Education and the Rector's Office of the U.D.E.F.A § (2021).

3 "Call for General Admission to the Military Education System 2022", General Direction of Military Education and the Rector's Office of the U.D.E.F.A § (2022).

Low presence of women in SEDENA

In 2021, SEDENA had 214,157 members, of whom only 12% are women (25,257). Of the 38,977 management or leadership positions in SEDENA, women occupy 10% of them (3,762). This contrasts with the presence of men in the institution, as they represent 88% of SEDENA personnel (188,900) and occupy 90% of leadership positions (35,170).



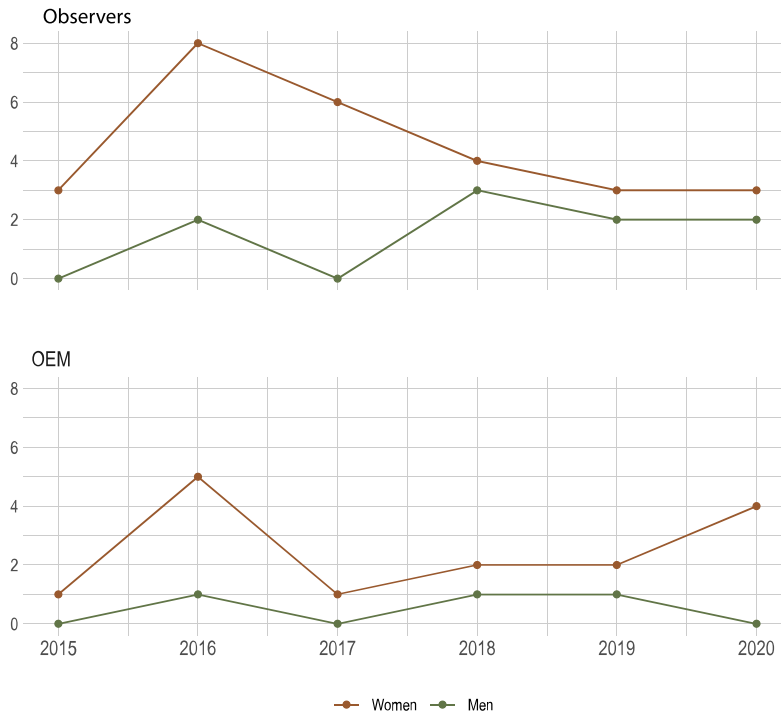
Box 7. SEDENA personnel and senior personnel ratio by gender in 2021

Women deploy less frequently and have fewer chances to deploy than men

Some 19% of SEDENA's men have been deployed in a UN Peace Operation. Still, only 6% of women have been deployed. Around 5.4% of SEDENA's women have deployed once and 0.6% have deployed twice. In the case of men, 17.3% have deployed once and 1.5% have deployed twice. On average, four male observers deploy per year compared to one female.

As personnel officers, on average three men and one woman are deployed. This shows not only a lower percentage of women deploying but also a lower likelihood of women deploying to a UN Peace Operation.

Deployment in Peace Operations



Box 8. Deployment in Peace Operations since 2015 by sex and deployment type

Women expand their missions to a lesser extent than men

Box 9. Peace Operations deployments

To how many Peace Operations have you been deployed in total?			
	Total	Women	Men
1	90%	90.91%	89.74%
2	8%	9.09%	7.69%

SEDENA does not have any women-only units

Women-only units do not exist within SEDENA.

SEDENA's uniforms do not fit women's bodies

Only 67% of the women surveyed felt that the uniforms fit their bodies appropriately. This contrasts with 90% of men who felt the same. SEDENA does not have uniforms specifically designed for women. The only difference between women's and men's uniforms is in the gala and ceremony uniforms. In these cases, women wear skirts. In 2015, bulletproof vests specifically for women were included.

Personnel do not believe they can be deployed

Despite having an interest in deploying or redeploying to a UN Peace Operation (94%), only 54% of personnel believe they will be able to deploy or redeploy. Men believe they can deploy or redeploy to a greater extent than women.

SEDENA has no official redeployment program

There is no official redeployment program within SEDENA. However, at the request of the Fifth Section, calls are issued specifically for personnel who have already deployed and according to SEDENA's database, personnel are contacted to inform them of the opportunity for redeployment. Only 18% of the personnel mentioned that there are measures in place to support redeployment.

Women are volunteering for deployment to a lesser extent

About 81% of the sample indicated they had not volunteered to go on a peace mission. Only 10% of women volunteered for deployment compared to 22% of men.

Men leave SEDENA more frequently than women

Between 2010 and 2020, men account for 98% of discharges due to misconduct, while women account for only 2% of such discharges. No female discharges for non-compliance with military obligations have been recorded. In the same period, 261 male SEDENA personnel have been discharged for not fulfilling their military obligations.

Men feel that favoritism towards women affects them unfairly

Although most of the personnel (71%) do not consider that women are favored for certain opportunities such as promotions and deployments, 28% of the men in the sample do consider that there is favoritism towards women. Only 17% of women identify favoritism towards them. Some 22% of the men believe that favoritism towards women affects them unfairly and only 15% of the women consider this to be the case.

Box 10. Gaps in implementation and experience

In this issue area, there are several gaps in terms of personnel perceptions and SEDENA's stipulations, and between the likelihood of women and men responding in the same way. An important implementation gap is found in personnel's knowledge of the existence of women-only dormitories. Regarding the responses of women and men, relevant differences are found in the positions they hold, satisfaction with uniforms, equipment, and facilities, knowledge of deployment and/or redeployment opportunities, and their participation in UN Peace Operations, as well as the perception of favoritism towards women within SEDENA.

2

Deployment criteria

HIGH PRIORITY



Deployment criteria measure the skills and criteria needed and prioritized for deployment, whether women or men are more likely to have these skills, and whether the criteria are more likely to favor women over men. (Karim, 2020)



The issue area objectives are:

- » To identify whether the skills needed for deployment are/can be filled equally by men and women.
- » To contrast country-specific and UN requirements.
- » To measure whether the skills required by the UN match what is needed in the field.
- » To identify whether the skills that women have are valued.

Main findings

Deployment criteria are a high priority for SEDENA. Personnel, in general, have the necessary skills that are required for deployment. However, women are more likely to be disproportionately affected institutionally and in practice, women and men have different experiences with these criteria. According to the women surveyed, this issue area was identified as the second barrier to increasing women's participation in Peace Operations.

Main good practices

- » SEDENA has a relevant infrastructure to address the language barrier through the Military Language School that can support the training of deployable elements.
- » CECOPAM has a French language survival course for deployable personnel.
- » In general, personnel report having communication and interpersonal skills (71%) and conflict resolution and negotiation skills (62%).

Main barriers

- » Second language skills, vital for deployment, have been identified as highly desirable and as one of the main barriers that reduce the options for deployed personnel as they do not have a comprehensive knowledge of English and French.
- » Importance should be given to vehicle driving training to expand the deployable population, as only 68% have a license, while those deployed have 100%, which shows that it is an essential requirement.

Good practices

Deployment requirements are the same for women and men

SEDENA makes no gender distinction in deployment requirements.

Use of the written assessment as a transparency measure for the selection process

In SEDENA, the written assessment consists of a cultural test, which is applied only to personnel who have passed the medical test, psychological test, have the physical capacity, and meet the English requirements. The test has two purposes. First, it evaluates personnel's knowledge of Peace Operations issues. Secondly, it serves as a transparency measure for the appointment of personnel. Through these exams, the highest scores are selected and deployed to operations.

Relevance of disciplinary records for deployment

Disciplinary records for the last five years are considered in the selection process. Moreover, issues of bullying, sexual harassment, and domestic violence are also considered beyond the last five years.

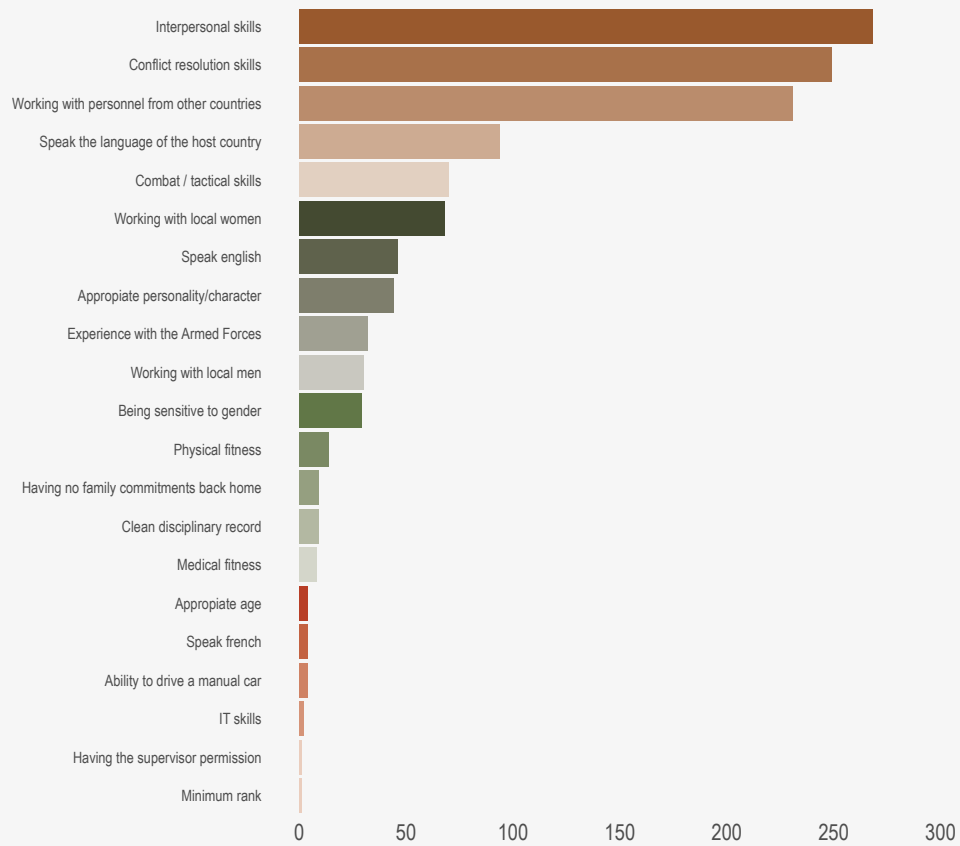
SEDENA has language training

In basic training, the personnel take basic English language classes. In the case of not having the necessary level for deployment, personnel may request to attend the Military Language School to improve their level. As for French, SEDENA is supported through international cooperation, especially with the French Army, which provides personnel as instructors.

The skills that personnel consider most necessary for deployment are the same as skills they believe they meet

Some 71% of personnel believe that they have the communication and interpersonal skills necessary for deployment. Similarly, 62% of personnel believe they have sufficient conflict resolution and negotiation skills for deployment. These skills were identified by 66% and 61% of personnel respectively as the most important for mission success. Specifically, communication and conflict resolution skills are included in the Code of Conduct for SEDENA's Public Servants and are measured in the psychological test applied in the selection process.

Most important skills/abilities for the success of a UN Peace Operation



Box 11. Most important skills for a successful Peace Operation

Personnel consider pre-deployment training as sufficient

Pre-deployment training was identified by 92% of deployed personnel as sufficient and adequate to be prepared to perform their duties during the mission.

The main communication channel of deployment opportunities in SEDENA is its internal system

The calls for deployment requirements are published on the intranet system to which all SEDENA personnel have access. This occurs at the request made by the Fifth Section to the First Section in which they specify the profile of the required personnel and list the requirements for deployment. Likewise, the requirements for deployment are shared with the twelve territorial commands and, through a written call, the higher commands are informed of the requirements for their circulation.

The call process at SEDENA: the role of the First Section and the Fifth Section

The Fifth Section (Strategic Planning) is in charge of materializing all planning and submitting it for consideration in coordination with the institution's bodies and entities. Its work covers the projection of the Armed Forces into the future, in compliance with the policies established in the National Development Plan and SEDENA's sectorial program. Regarding Peace Operations, the Fifth Section is in charge of selecting the personnel to be deployed. It proposes based on superiority taking into consideration the requirements established by the UN and depends, to a great extent, on the mission it seeks to send personnel. Thus, the Fifth Section collaborates closely and is supported to a great extent by the interaction with the different delegations throughout the world, especially with Central and South America.

To complement the convocation process, the Fifth Section issues a request to the First Section, which oversees Human Resources in the institution. Specifically, it carries out the selection of personnel for various courses both nationally and internationally. As part of the Peace Operations call process, it is in charge of appointing commissions for these operations. This section issues the call, with the requirements established by the Fifth Section, including the mission for which the personnel is being appointed and the required profile. When all the requirement details are available, the call is issued to all members of the institution in all the units, dependencies, and agencies of SEDENA.

The training academy teaches the skills required for deployment

All skills and knowledge required by SEDENA for deployment are taught at the training academy. Subsequently, by attending CECOPAM, personnel reinforce those skills in the various courses offered.

The rank and capabilities of personnel are not the reasons why they do not apply as volunteers

Not having the required rank (6%) and not having the necessary capabilities for deployment (10%) are not the main reasons personnel do not volunteer for deployment.

Barriers



The personnel are aware of some of the requirements for deployment

The personnel are aware of some, but not all, of the requirements for deployment. Physical fitness testing was noted by 84% of personnel as a requirement. The request for a medical test was identified by 85% of personnel. The disciplinary background was recognized as a requirement by 77% of the sample. Some 76% believed that an English language test was required. Box 12 shows the percentage of people who identified the requirements SEDENA asks for deployment. Marked in gray are the requirements that more than 75% of the personnel correctly indicated are requested for deployment.

Box 12. Requirements for deployment to a UN Peace Operation for military observers/UN Police, divided by answers from all personnel, women, and men

Requirements	Total answers	Total answers by women	Total answers by men
Driving test*	55%	50%	59%
Physical test	84%	84%	85%
Written assessment	72%	69%	75%
English test	76%	77%	76%
French test*	40%	39%	41%
Medical Test	85%	86%	83%
Specific number of years in service	36%	30%	42%
Specific rank	33%	29%	38%
Specific age	32%	32%	33%
Computer test*	48%	48%	49%
Tactical test / small arms	61%	61%	60%
Personality / character test	75%	74%	76%
Disciplinary record	77%	77%	78%
Single / no children	15%	21%	9%
Supervisor's permission	34%	31%	38%
Gender sensitivity test *	58%	55%	61%
Communication / listening / interpersonal skills	69%	70%	67%
Conflict resolution / negotiation skills	73%	76%	70%

* Requirements asked under UN request.

There was a lack of awareness of the need to have a specific rank, as it was mentioned as a requirement by only 33% of the sample. Only 32% were aware that minimum age is required for deployment. About 36% were aware that seniority in the institution is a requirement. Only 34% of personnel were aware that permission from an immediate supervisor is requested. The tactical and small arms test was noted by only 61% of personnel, as was the written test by 72%. Around 68% of the sample was aware that interpersonal skills are a requirement and 73% listed conflict resolution and negotiation skills as a requirement.

The lack of awareness of the requirement for a driving test (55%), a computer test (48%), French language proficiency level (40%), and a gender sensitivity test (58%) may be because these are requirements that are asked under UN request.

Confusion in marital status and maternity/paternity requirements

There appears to be confusion regarding the requirement for personnel marital status and maternity/paternity. Around 21% of the women indicated that being single and not having children is a requirement for deployment. Only 9% of men indicated this as a requirement. However, neither SEDENA nor the UN has this requirement. Box 13 specifies the requirements SEDENA asks for and what each one consists of.

Deployment with children appears to represent an obstacle for women

Only 55% of deployed women reported having children, compared to 90% of men. This contrasts with SEDENA's guidelines as the deployment of personnel with children is possible.

It is uncommon for personnel to have a valid passport

Only 23% of personnel reported having a valid passport. Women are less likely than men to have a valid passport (20% of women vs 26% of men)

Non-deployed personnel lack driving skills

Only 37% of personnel can drive a car with a manual gearbox. Women were less likely to be able to drive a car with a manual gearbox (29%) than men (46%). Only 63% of SEDENA personnel who have not deployed have a driver's license. This contrasts with personnel who have deployed to a UN Peace Operation, as all deployed personnel have a driver's license.

Box 13. Requirements for deployment requested by SEDENA

Requirements	Specifications
Physical test	It is part of the general service requirements. The Cooper endurance test is applied with different parameters for men and women.
Medical test	A medical examination is performed at the Central Military Hospital. Among the tests performed are asthmatic biometry, blood test, electrocardiogram, toxicology test, eye exam, mental health test, and x-rays.
Written assessment	It is called the cultural test and is applied at the Military Evaluation Center. It consists of a theoretical examination in which knowledge of UN Peace Operations, as well as other aspects, are evaluated.
Rank	The required rank depends on what is specified by the UN. CECOPAM calls start above the rank of Lieutenant.
Seniority in the institution	In general, minimum seniority of 10 years is requested. It depends on the rank requested by the UN.
Tactical test / small arms	It is part of the basic training for SEDENA's personnel. If the UN requests specific tests, they are added.
Age	Depends on what the UN specifies. Age ranges between 45 and 50 years.
Communication / listening / interpersonal skills	They are established in the Code of Conduct for SEDENA's Public Servants.
Disciplinary record	The disciplinary record for the last 5 years is considered. Matters of bullying, sexual harassment, and domestic violence are also considered beyond the last 5 years. Work performance and acts against morale are also considered.
Language test	English language proficiency of 70-80% is required, depending on the assignment. French language proficiency is sought at the request of the UN under the same percentages.
Supervisor's permission	It consists of an opinion sent by immediate superiors together with the request for deployment. To date, there have been no negative opinions.

Personnel do not believe they meet the requirements and/or skills for deployment

Few personnel believe they meet the requirements requested by SE-DENA for deployment. Some 46% felt they had the necessary physical skills. Only 38% of the sample believe they have the computer skills requested. About 28% of the personnel felt they had the required rank, 37% the appropriate age, and 40% the seniority in the institution necessary for deployment.

Only 40% of the sample felt they had adequate tactical and small arms skills. However, women were less likely to feel they had these skills (27%) than men (53%).

Having a clean disciplinary record was noted by 31% of personnel as a requirement they believe they meet. Only 43% believe they can pass the medical exam. Having sensitivity to gender issues was reported by 41% of personnel as a characteristic they have. Around 29% of personnel feel that they have the necessary English language skills and only 10% feel that their knowledge of French is sufficient for deployment. Box 14 shows the personnel's answers when asked what requirements and/or skills they feel they have for deployment.

Language is a barrier for deployment

Around 70% of personnel felt that English and/or French language proficiency was an obstacle to deployment. Only 29% of personnel felt that they met the English language requirements and 11% met the French language requirements. In addition, 55% of the personnel considered it difficult to meet the language requirements. One interviewee mentioned that language is a constraint since “the percentage we are asked for, between 70 and 80%, is not common among Army and Air Force personnel, I think most of us are below that parameter, and it is indeed a difficulty for the selection of personnel.”

Box 14. Select all skills you have or requirements you believe you meet to deploy to a UN Peace Operation, divided by women's and men's answers.

Requirements	Total answers	Total answers by women	Total answers by men
Ability to work with local women	51%	47%	55%
Ability to work with local men	46%	44%	48%
Communication / listening / interpersonal skills	71%	72%	71%
Conflict resolution / negotiation skills	62%	60%	64%
Ability to work with personnel from other countries	59%	57%	62%
Tactical / combat skills	40%	27%	53%
Computer skills	38%	36%	41%
Ability to drive a manual gearbox vehicle	37%	29%	46%
Ability to speak the language of the host country	28%	26%	30%
Speak English	29%	24%	34%
Speak French	11%	9%	12%
Physical skills	46%	43%	50%
Medical skills	43%	39%	48%
Experience within the security forces	40%	32%	49%
Minimum rank	28%	27%	29%
Appropriate age	37%	35%	39%
Suitable personality/ character	53%	59%	47%
Clean disciplinary record	31%	29%	33%
No family commitments at home	17%	19%	15%
Have the supervisor's permission	16%	15%	16%
Gender sensitivity	41%	42%	40%

Gaps in implementation and experience

There are several gaps in the issue area. A relevant implementation gap is the lack of personnel awareness of the requirements for deployment. Although, at the request of the Fifth Section, the First Section issues the calls for applications specifying the requirements for each deployment, personnel who have not deployed appear to lack sufficient knowledge on the subject. Lack of knowledge of deployment requirements is not affected by gender. This shows that, in general, women and men in SEDENA have the same knowledge on the subject. There was an experience gap in terms of deployment with children. Women in the sample who have children indicated to a lesser extent they have deployed compared to the responses of men with children.

3

Deployment selection

HIGH PRIORITY



The issue area on deployment selection relates specifically to the in-country Armed Force generation process. It assesses the processes in use for selecting personnel for deployment. It measures whether women have equal access to information about Peace Operations deployment opportunities, whether the process is unfair, and whether the process itself is inhibiting women's participation.

(Karim, 2020)



The issue area objectives are:

- » To identify selection processes for deployment.
- » To measure whether all personnel have access to the same information regarding deployment in peace operations.
- » To measure the objectivity of the selection processes and whether there is any bias in the selection for deployment.

Main findings

Deployment selection is a high priority for SEDENA, as it represents one of the main barriers to the deployment of women in Peace Operations. Furthermore, this issue area obtained low scores in the implementation and the experience gaps. This means that there is a discrepancy between personnel experiences and institutional policies, as well as different experiences between women and men. Women in the sample identified the issue area as the seventh barrier to their participation in peace operations.

Main good practices

- » There is a general perception that the selection and promotion process is transparent and equitable.
- » Deployed personnel relief is respected and maintained in the case of being filled by women.
- » The period from selection to deployment is relatively short, and selected personnel do not have to bear expenses while being trained and deployed.

Main barriers

- » To increase the promotion of deployment opportunities in peace operations through official channels, and to reach most of the military regions, as there is a divergence between the center and the southeast of the country.
- » To expand the outreach of the functioning of UN Peace Operations and the good experiences of deployed elements.
- » To increase the visibility of women's testimonies who have been deployed by reproducing forums and publicizing the program "Wo-

men who inspire [Mujeres que inspiran],” where the experiences of deployed women are shared.

- » To expand the possibility of sending battalions, as it is registered as a barrier to the participation of more personnel in peace operations.

Good practices



Personnel deployment is voluntary

In SEDENA, personnel can voluntarily apply to deploy to a UN Peace Operation. About 84% of deployed personnel mentioned that they volunteered for deployment. Mexico does not deploy battalions and personnel are deployed as military observers. All calls are published on the intranet portal and all personnel can apply and be considered.

GOOD PRACTICE BOX: Deployment selection in SEDENA: The standardized recruitment process

Some 57% of personnel indicated that they were aware of the selection process for deployment to a peace operation. This does not match institutional policy because SEDENA has established processes for nominating personnel to be deployed. After the process and call for deployment are published through the collaboration of SEDENA's Fifth and First Sections, senior and mid-level personnel are informed internally in a written form of the opportunity to deploy and are asked to circulate the call for deployment. The call is published on the intranet system, by e-mail, through the institutional newsletter, and other channels. Thus, “all the technological tools we have are used to reach every last officer.”

Once the applications are received, the personnel are invited to Mexico City to take the various exams and tests and to review the applicants' files. Personnel who pass the medical exam are invited to take the cultural and language exams. Depending on the score obtained in these tests, the personnel to be deployed are selected and their superiors are informed for them to share their opinion. If approved by their superiors, the personnel are informed by written notice so that they are not appointed to another commission and are available to be nominated for the Peace Operation.

The most used communication channel is the one preferred by women

The publication of deployment opportunities on SEDENA's intranet system is the most used communication channel. Meanwhile, 83% of the women surveyed indicated this as their preferred channel to learn about what is happening within the institution.

The training academy serves as a channel for transmitting information on Peace Operations and the possibility of deployment.

At the Heroic Military College, personnel are informed about peace missions through direct communication by supervisors, talks, and conferences, all at SEDENA's request. However, this is not an official part of the curricula. It is expected that courses on this subject will be included soon.

The application, training, and pre-deployment processes do not generate expenses for personnel

As a good practice, we found that the personnel do not spend their own money on the application, training, and pre-deployment process since SEDENA covers the expenses for food and lodging, among others.

There are no delays in the deployment of selected personnel

About 90% of deployed personnel indicated that less than six months passed between their selection and deployment. SEDENA indicates that once personnel are selected, there are no delays beyond the time established for personnel deployment.

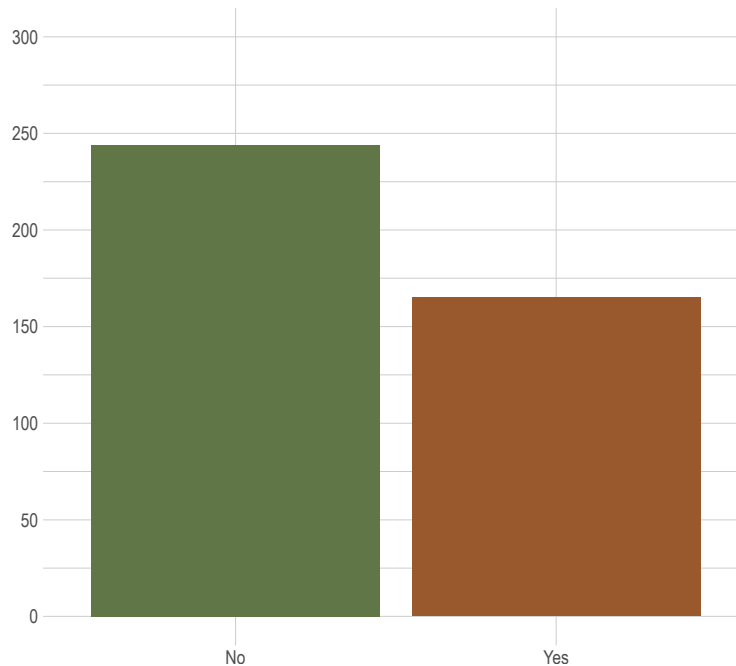
Barriers



SEDENA's personnel are not aware of deployment opportunities

Around 59% of personnel said they had not heard of the possibility of deployment to a UN Peace Operation. Therefore, this is the main reason personnel do not apply, as 37% of personnel indicated this way.

Have you heard about an opportunity to apply to a peace operation?



Box 15. Personnel who have heard about the opportunity to apply for a Peace Operation

The likelihood of hearing about deployment opportunities changes depending on the country's region

While SEDENA publishes all deployment opportunities without distinction by geographic region, personnel located in Mexico City are more likely to hear about them. Meanwhile, personnel in Oaxaca are less likely to hear about deployment opportunities.

Little diversification in the channels by which deployment opportunities are communicated

SEDENA mainly uses the intranet system to publish announcements and calls for deployment in Peace Operations. This, in turn, is recognized by personnel as the main channel through which they learn about what is happening within the institution and as the channel through which deployment opportunities are communicated. Channels such as print advertising (23%), newsletters (24%), social media (25%), word-of-mouth communication (24%), and immediate superiors (53%) were indicated by personnel as channels through which they learn about what is happening within the institution. However, only 9% reported learning

about deployment opportunities through newsletters and 7% through printed advertising. Some 4% of personnel said they learned about opportunities through social networks and 10% did so through word-of-mouth communication. Immediate superiors were noted by 15% of personnel as the communication channel through which they learned about deployment. There seems to be a disconnection between how personnel identify deployment opportunities are communicated, and the channels by which personnel learn about what is happening within the institution. This can lead to personnel not learning about deployment opportunities.

Box 16 compares personnel's answers to the questions "What are the channels through which deployment opportunities to a UN Peace Operation are communicated?", and "In what ways do you learn about what is happening within your organization?"

Box 16. Communication channels in SEDENA

Communication channels	Channels through which deployment opportunities are communicated	Channels through which you learn about what is going on in the institution
Official notice or call	35%	83%
An internal email to the entire organization	8%	7%
Organization's newsletter	9%	24%
TV	2%	16%
Radio	1%	
Social media	4%	25%
Internal bulletin board	5%	18%
Word of mouth	10%	24%
Print advertising	7%	23%
Through professional associations	1%	3%
Through training schools	6%	-
Through informal mentors	3%	4%
Through immediate superiors	15%	53%

Men are more likely to learn about deployment opportunities than women

Some 39% of men identified official notices and announcements as the channel through which deployment opportunities are communicated. In contrast, only 31% of women answered the same way. Equal proportions of women and men indicated that official notices are the channel through which they learn about what is going on in the institution. About 19% of the men surveyed indicated that they learn about announcements through their immediate superiors, while only 12% of the women responded in the same way. However, more women indicate that they learn about what happens in SEDENA through their immediate superiors. This means that women are less likely to learn about deployment opportunities through their preferred channels than men.

Women are less likely to consider the selection process to be fair

Overall, the selection process is considered fair by 68% of SEDENA's personnel. However, a lower proportion of women (62%) consider it this way than men (74%).

The COVID-19 pandemic has limited the presence of mobile training and selection teams

Mexico has not received mobile training support teams (MTST) or selection assistance teams (SAT). During the inauguration of CECOPAM, a mobile training team (MTT) was received and provided a contingent logistics workshop. Considering the COVID-19 pandemic, no additional teams have been received in the country. However, the UN has certified the courses offered at CECOPAM.

No UN examinations have been applied in Mexico

To date, the UN has not applied exams for deployment in Peace Operations. SEDENA has overseen the exams' application and has not applied the exams by groups differentiated by sex, rank, etc.

Deployment exams appear to be difficult to pass

Around 54% of the personnel mentioned knowing someone who has not passed the exam for deployment in Peace Operations. This shows that SEDENA's personnel have difficulties in passing it, which hinders their deployment.



Gaps in implementation and experience

The channels through which SEDENA communicates deployment opportunities present an implementation gap, as personnel do not learn about them, except for official announcements. The likelihood of women and men learning about deployment opportunities presents an experience gap and an obstacle to women's deployment. Also, more women than men consider the selection process to be unfair.

4

Household constraints

MEDIUM PRIORITY



Household constraints measure the extent to which pressures at home and within the community limit women's ability to deploy to Peace Operations. Women may face certain stigmas or rumors within their family and community if they deploy.

(Karim, 2020)



The issue area objectives are:

- » To identify the extent to which family and domestic duties present an obstacle to the deployment of women.
- » To identify the mechanisms, benefits, and facilities available that the institution and the country can offer female personnel regarding domestic duties.
- » To identify whether barriers are due to lack of political/institutional will, stereotypical assumptions, or social practices.

Main findings

Household constraints have a medium priority. Family and domestic obligations represent an obstacle to women's deployment. However, it is not the main reason why women deploy less than men. This issue area is related to both cultural and social aspects, as well as institutional policies. The implementation and experience gaps in this area obtained medium scores. This means that, although there are personnel experiences that do not coincide with the policies established by SEDENA, there is consistency in some others. This issue area was identified by women as the fifth challenge to increase their participation in Peace Operations.

Main good practices

- » Labor practices comply with labor legislation, regarding benefits, wages, insurance, vacations, discharges or leaves.
- » Lease housing for the family if deployed (personnel can choose where their family resides while deployed).

Main barriers

- » Although the institution has childcare benefits such as CENDIS or CRIs, the 90% coverage requested by the UN has not been achieved, either due to misinformation or because of the lack of need to access these services. It is recommended that the childcare services available to the institution be widely reported and expanded, if necessary, as it represents a major barrier for women of reproductive ages to opt for deployment.
- » To expand the scope of campaigns on the experiences of the personnel deployed in Peace Operations concerning family co-respon-

sibilities and the support provided by the institution, to avoid stigma, which is affecting women more.

- » Most respondents (75%) fear family rejection/judgment for participating in peace operations, due to being away from the family. Moreover, women are more exposed to family burdens. Although this is not an issue that SEDENA promotes, it is a practice and cultural preconception that prevails within the institution. Thus, SEDENA should reach out to families with information on gender equality, as well as opportunities to participate in peace operations.

Good practices

■ SEDENA allows vacation during deployment

El 54 % del personal mencionó que puede tomar días de descanso durante su despliegue. El periodo se establece dependiendo de cada misión. Sin embargo, se le otorga al personal el periodo vacacional que le corresponde, independientemente de si fue desplegado o no (Ley del Instituto de Seguridad Social para las Fuerzas Armadas Mexicanas, 2019a). En cuanto a las vacaciones tomadas durante el despliegue, el 56 % del personal desplegado mencionó que son pagadas.

SEDENA allows vacation during deployment

Among the benefits received by deployed personnel that are important to highlight is that both deployed personnel and their families have medical and life insurance, which the family can collect in the event of death. These services, in case of absence, are complemented by the fact that 92% of deployed personnel consider that the salary they received during the mission was sufficient to cover their expenses and those of their household.

Regarding leave, 83% of the personnel considered that they had sick leave, while 50% acknowledged that they had disability leave. For these leaves, the time available is six months with pay.

Box 17. Leaves that are recognized by the personnel and that are paid.

Leave	Possible	Paid
Maternity	97%	94%
Paternity	93%	90%
Illness	83%	81%
Care of family members	41%	33%
Elderly care	24%	21%
Disability	50%	46%
Other	10%	7%

Mothers, fathers and pregnant women have benefits and social security within the institution

SEDENA allows pregnant women to continue their military careers within the institution. In addition, both mothers and fathers can take maternity and Paternity leave. In the case of maternity leaves,¹ these have a duration of one month before childbirth and two months after, fully paid. In 2018 Congress approved the addition of two months in exceptional cases,² and in 2019 it was approved to transfer fifteen days before the months following childbirth.³ Regarding paternity leave, the duration is unknown, but there is paid leave. According to INMUJERES,⁴ Ordinary Paternity Leave was instituted in 2015 and since that year, 1,571⁵ licenses of this type have been issued. In 2019 according to INMUJERES data, these were issued, and do not cause personnel to lose opportunities for career advancement.

1 LAW OF THE SOCIAL SECURITY INSTITUTE FOR THE MEXICAN ARMED FORCES, Chapter Six: Integral Medical Service.

2 The Congressional Channel, “Female military personnel will be able to modify maternity leave weeks,” December 4, 2018, https://www.canaldelcongreso.gob.mx/noticias/11501/Personal_femenino_militar_podr_modificar_semanas_de_licencia_de_maternidad.

3 Mexican Senate, “Maternity leave for female military personnel is strengthened,” March 28, 2019, <http://comunicacion.senado.gob.mx/index.php/informacion/boletines/44312-fortalecen-licencia-de-maternidad-para-personal-militar-femenino.html>.

4 “Exhaustive National Report of Mexico in compliance with the Beijing Platform for Action” (INMUJERES, June 3, 2019).

5 This figure also considers licenses issued in the Secretary of the Navy (SEMAR).

Personnel recognizes certain flexibility and openness within the institution

About 83% of respondents mentioned being able to leave the office in case of a family emergency. In addition, working hours that suit personal needs (23%) and working from home (20%) were recognized as possibilities. Around 69% of the personnel mentioned feeling willing/very willing to approach a superior to discuss family issues.

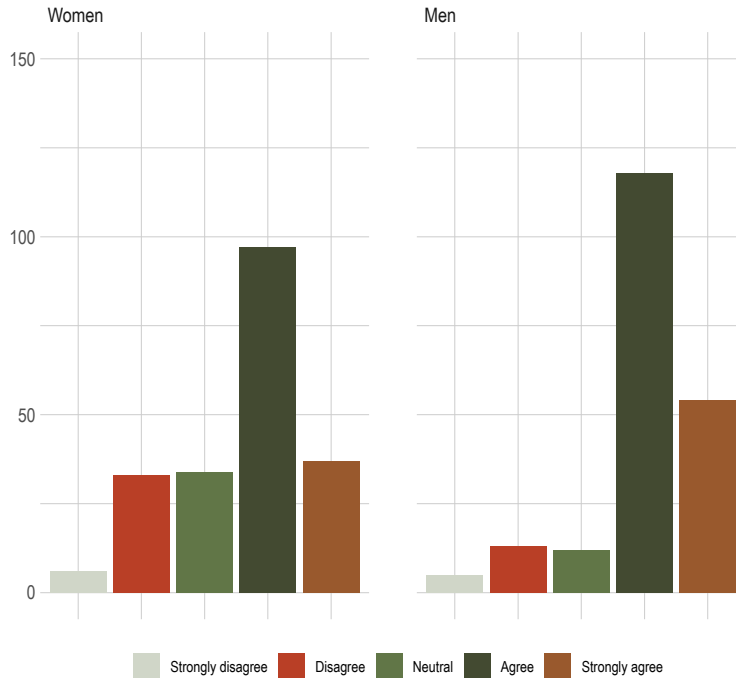
Cultural and family issues are not a constraint for personnel deployment

Some 75% of personnel said that they have family members who can take care of their children and home while they are deployed. In addition, more than 90% of personnel believe that it is possible to be a good parent and be deployed at the same time. Finally, 81% of the personnel mentioned that women do not need to ask permission from a family member to deploy. Only 7% of personnel in the sample responded that family considerations were not cited as the main reason personnel does not apply to deploy.

Box 18. Can women/men who are deployed in Peace Operations not be good mothers/fathers?

Opinion	Mothers	Fathers
Strongly Disagree	23%	23%
Disagree	75%	75%
Undecided	0.5%	0.2%
Agree	1%	1%
Strongly Agree	0.2%	0.2%

I have family who can take care of my household while I deploy



Box 19. Recognition of family support networks by gender

Barriers



Subsidies provided by the institution are not recognized by the personnel.

Some 75% of personnel said that they have family members who can take care of their children and home while they are deployed. In addition, more than 90% of personnel believe that it is possible to be a good parent and be deployed at the same time. Finally, 81% of the personnel mentioned that women do not need to ask permission from a family member to deploy. Only 7% of personnel in the sample responded that family considerations were not cited as the main reason why personnel do not apply to deploy.

Childcare services at SEDENA

The daycare centers for the children of SEDENA's personnel are known as Child Development Centers (CENDI, *Centros de Desarrollo Infantil*). These are managed following international and national regulations. The former involves tools such as the Convention on the Rights of the Child, the World Conference on Education for All, the World Education Forum, and the Panama Declaration of the 10th Ibero-American Conference on Education "Early Education in the 21st Century", among others. National legislation includes the Mexican Constitution, the General Education Law, the General Law for the Provision of Services for the Attention, Care, and Integral Development of Children (LGPSAC-DII), the General Law on the Rights of Children and Adolescents (LGDNNA), the National System for the Integral Protection of Children and Adolescents (SIPINNA), among others.

The operation of CENDIs is based on the Organization and Operation Manual, as well as on the P.S.O. for admission, stay and discharge at the "*Niños Héroes de Chapultepec*" Child Development Center. The facilities provide educational assistance services during continuous hours for active military personnel, as well as when they perform 24-hour services. Children from 45 days to 6 years of age may enter. There is a recovery fee to be paid during the first four days of each month, which is 6% (six percent) of the military personnel's salary.

Currently, the following CENDIs are registered nationwide:

- » Child Development Center No. 1 (Lomas de Sotelo, Mexico City).
- » Child Development Center No. 2 (Lomas de Sotelo, Mexico City).
- » Child Development Center No. 3 (Campo Mil. No. 1-A, Mexico City).
- » Child Development Center No. 4 (El Vergel Iztapalapa, Mexico City).
- » Child Development Center No. 5 (Santa Lucía, State of Mexico).
- » Child Development Center No. 6 (San Miguel de los Jagüeyes, State of Mexico).
- » Child Development Center No. 7 (Zapopan, Jalisco).
- » Child Development Center No. 8 (Apodaca, Nuevo Leon).
- » Child Development Center No. 9 (Puebla, Puebla).
- » Child Development Center No. 10 (Irapuato, Gto.)

Moreover, SEDENA also has the Children's Rehabilitation Centers (CRI), a different but complementary service for the institu-

tion's personnel. These have the purpose of "providing medical and rehabilitation attention to all children with disabilities from members of the Armed Forces and whose age ranges from one month to 15 years old."¹ This type of facility has "equine therapy," neuromuscular therapy equipment, hydrotherapy, electrotherapy, early stimulation, physical therapy, virtual rehabilitation, and a multisensory stimulation chamber, among others². here are currently three of these centers in Guadalajara, Jalisco; Monterrey, Nuevo Leon; and Mexico City³.

1 SEDENA, "Children's Rehabilitation Centers" (C.R.I.), s/f.

2 CONAPRED, "SEDENA's center for children with disabilities", December 18, 2008, https://www.conapred.org.mx/index.php?contenido=noticias&id=2383&id_opcion=.

3 "SECTORIAL PROGRAM FOR NATIONAL DEFENSE 2020-2024," Advances and Results 2020 (SEDENA, n.d.).

There is no specific leave for taking care of family members

About 41% and 24% of the personnel respectively mention that official leave may be taken for the care of family members and the elderly, and it is not recognized that these leaves are paid. In the institution, the possibility of taking leave for these specific purposes does not exist. However, there is the possibility of requesting leave and submitting it to superiors for consideration.

Home-help services are less accessible to middle and lower-ranking personnel

According to the survey data, there is a greater likelihood that higher-ranking personnel have access to services such as nannies or domestic workers. This means that, in general, middle- and low-ranking personnel do not have such services.

Box 20. Home-help services by rank

Service	Junior personnel	Senior personnel
None of the above	93%	81%
Housemaid	3%	15%
Security guard	2%	5%

Care work in Mexico fall upon women

According to survey data, 1% of the personnel mentioned that the father takes care of the children and the home. When analyzing responses disaggregated by sex (Box 21), it shows that when men respond, 83% consider that it is the mother who takes care of the children at home. When we look at the women's responses, the percentage that considers the mother to be the main caregiver is still the highest, with 42% and 31% considering another family member to be the main caregiver.

Gender roles and household constraints: Care work in Mexico

In Mexico, gender roles permeate the culture and are reflected in that care work is usually carried out by women. In 2013, a study by INMUJERES established that of the 11.1 million people who performed care work, 79% were women (almost 9 million women).¹ In 2019, the institute stated that six out of every 10 girls and boys (between zero and six years old) have a mother who works unpaid and is responsible for their care.² More recently, INMUJERES stated that “in general, in all types of care, without distinction of the person being cared for, women are the ones who dedicate more time to care activities.”³

On the other side, figures from the 2016 National Survey on the Dynamics of Household Relationships (ENDIREH)⁴ reveal that 62.7% disagree that women should be responsible for the care of children, the sick, and the elderly, while 87.3% agree that men should be in charge, of household chores, including taking care of children, sick, and the elderly. This may indicate that, although there is a perception that care work is equally distributed, this is not the case, and women are who continue to be the main caregivers at home.

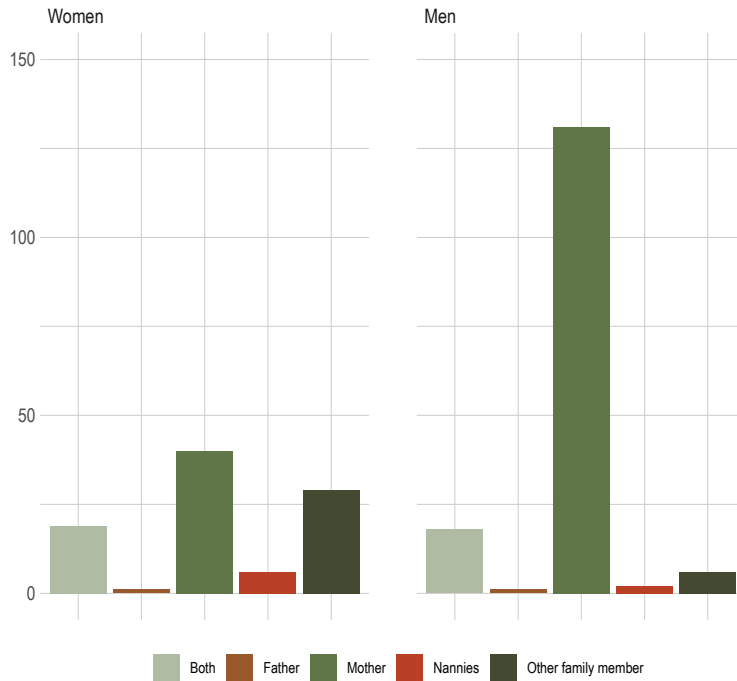
1 “Care work, a shared responsibility?” (INMUJERES, December 2013).

2 “Women in care work for girls and boys,” Bulletin, Inequality in Figures (INMUJERES, August 2019), http://cedoc.inmujeres.gob.mx/documentos_download/BA5N08.pdf.

3 “Women and Caregiving,” Bulletin, Inequality in Figures (INMUJERES, March 2022), http://cedoc.inmujeres.gob.mx/documentos_download/BA8N03.pdf.

4 “National Survey on the Dynamics of Household Relationships (ENDIREH) 2016”, Results Presentation (INEGI, August 18, 2017), http://internet.contenidos.inegi.org.mx/contenidos/productos/prod_serv/contenidos/espanol/bvinegi/productos/nueva_estruc/promo/endireh2016_presentacion_ejecutiva.pdf.

Who is the primary childcare provider in your household?



Box 21. Childcare, by sex

Taking leave is uncommon

Some 50% of the personnel reported never having taken a leave of absence or any kind of leave.

Box 22. Leaves of absence taken by surveyed personnel

Number of leaves/permissions	Total answer
I have never taken a leave of absence/disability	49%
1	25%
2	17%
3	4%
4	3%
5	0.5%
6 or more	1%

Women's experience with breastfeeding facilities is not ideal

Only 36% of the women surveyed stated that SEDENA provides adequate spaces for breastfeeding. In addition, 42% of the women in the sample mentioned that they would not feel comfortable breastfeeding or expressing milk in their workplace.

Box 23. The experience of breastfeeding facilities according to the women surveyed

Answers	Does SEDENA provide adequate spaces for breastfeeding/pumping milk (lactation rooms) at work?	Do you think SEDENA's women feel comfortable breastfeeding/pumping milk at work (in the lactation rooms)?
No	59%	45%
Yes	35%	42%
Do not know	6%	13%

The social stigma of deploying is greater for women

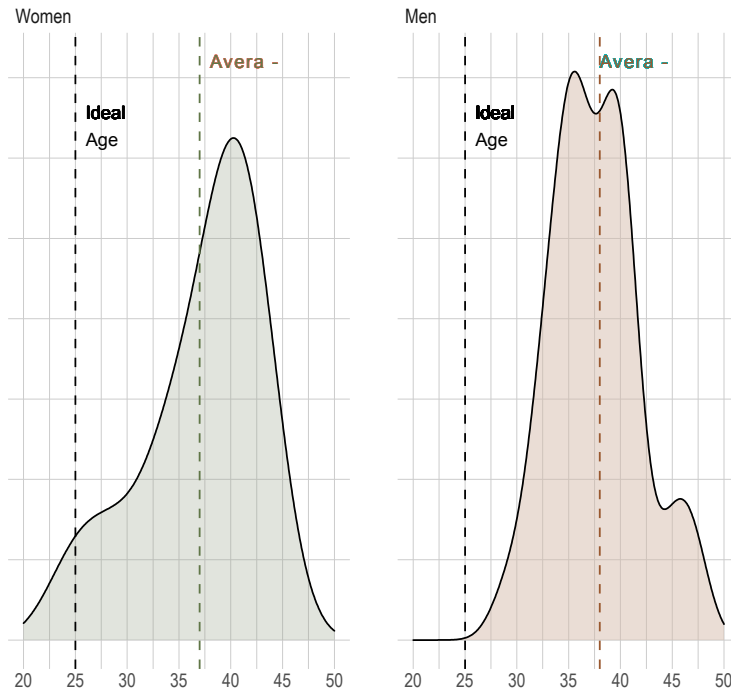
The percentage of women who reported having little or no fear of being judged by their family when deploying should be above 75%, however, this is as high as 64%. In addition, 25% of personnel mentioned that women face little or no social stigma for leaving their children in Mexico while deployed. When looking at the social stigma faced by men and women, there is a major difference. Some 45% of the personnel mentioned that women face major social stigmas, while 16% of the sample mentioned the same for men.

Box 24. Social stigma faced by deployed personnel for leaving their families, by sex

Opinion	Women	Men
A lot of social stigma	45%	16%
Some social stigma	29%	25%
Neutral	8%	25%
Little social stigma	17%	18%
No social stigma	16%	40%

Among the barriers found is that, for women, the ideal age to deploy is 25 years old. However, the average age of deployed women is 38 years old. Also, the distribution of deployment ages between women and men is different. For men, the majority have deployed between the ages of 35 and 40. Meanwhile, the deployment window for women is narrower, between the ages of 38 and 41.

Age of first UN peace operation deployment



Box 25. Age distribution of the first deployment, by gender

71% of women mentioned that children should be older than three years old at the time of their mother's deployment. The age that children should be for the mother or father deployment is slightly lower for the father than for the mother.

Box 26. Minimum ideal age of children for mother/father deployment

What is the minimum age that girls/boys must be when their mother/father is deployed to a UN Peace Operation?			
	General average	Women	Men
Mother	8.6	8.7	8.5
Father	6.7	6.9	6.5

Women prefer to deploy for a shorter time

Finally, the ideal deployment time for women does not match the time they deploy (they deploy between 10 and 14 months and prefer to deploy between 6 and 12 months).

Gaps in implementation and experience

There is an implementation gap in the existence and recognition of childcare services provided by the institution. The institution's perspective versus the personnel's experience is also different on work schedules and whether it is socially acceptable for women to deploy. Finally, a relevant implementation gap is the existence of breastfeeding facilities and women's experience with them. Women and men had different answers regarding the adequacy of Peace Operations salary, about caregivers in the home, whether it is socially acceptable to families and communities for women to deploy, whether women and men face the same amount of social stigma, and whether it is possible to be a good parent despite being deployed. Finally, there were differing responses between men and women regarding whether they felt they missed opportunities to advance their careers during their leave and the deployment possibility for women with and without children.



5

Peace Operations infrastructure

**MEDIUM-HIGH
PRIORITY**



Peace operations infrastructure measures the extent to which the country can provide the specific equipment, infrastructure, and services necessary to meet the needs of women in peace missions.

(Karim, 2020)



The issue area objectives are:

- » To identify if adequate training is provided for deployment.
- » To measure whether the facilities, equipment, and services provided during deployment are sufficient and appropriate for women.
- » To identify whether the infrastructure, equipment, and services provided have any connection to the deployment of women.

Main findings



Infrastructure in Peace Operations has a medium-high priority for SEDENA. SEDENA's personnel have identified aspects of facilities, equipment, and services during deployment as inadequate. The implementation gap for this issue area scored high. This means that institutional policies match the personnel experience in general. However, the experience gap in this area is low, indicating that there are significant differences between the experiences of women and men. Women identified this issue area as the eighth barrier to increasing women's participation in UN Peace Operations.

Main good practices

- » Efforts for the creation and operation of CECOPAM.
- » CECOPAM's travel expenses policy facilitates personnel participation in training courses.
- » Facilities, equipment, uniforms, and health services are viewed as adequate by most personnel.

Main barriers

- » To expand the scope of training to personnel in CECOPAM, as only 28% of the deployed personnel have trained there.
- » Women state that they do not receive equipment designed for their bodies. It is known that there is a uniform policy that has been implemented to make them more suitable.
- » To implement gender-based needs assessments to meet women's needs.
- » Differentiated access to mental and reproductive health services and equipment or material for deployment.

Good practices

GOOD PRACTICE BOX: Joint Training Center for Peace Operations Mexico (CECOPAM)

Mexico has the Joint Peace Operations Training Center (CECOPAM). CECOPAM started operations in 2018 following joint efforts by the Secretary of Foreign Affairs, the Secretary of National Defense, the Secretary of Navy, and the Secretary of Finance. Its mission is to train military, police, and civilian official personnel from the different agencies of the Mexican State to deploy in UN Peace Operations.¹

The personnel who attend CECOPAM are selected through a call to all personnel from all regions of the country. CECOPAM has dormitories for men and women, as well as gender-differentiated bathrooms enough for all personnel. During their participation, the personnel can stay in the dormitories and SEDENA covers the travel expenses of all participants.

The 2021 curriculum included the following courses:

- » United Nations Military Observers Course.
- » Regional Training Course for the Handling of Weapons and Ammunition in Peace Operations.
- » United Nations Essential Pre-Deployment Course with a Gender Approach
- » United Nations Protection of Civilians Course
- » Safe and Secure Approaches in Field Environments (SSAFE) Course
- » Technical French in Peace Operations Course
- » United Nations Personnel Officers Course
- » United Nations Police Course
- » Female Military Officers' Course

The courses' duration ranges from 2 to 4 weeks and are taught mainly by Army and Air Force lecturers. There are also guest lecturers from the Mexican Navy and the French Embassy.

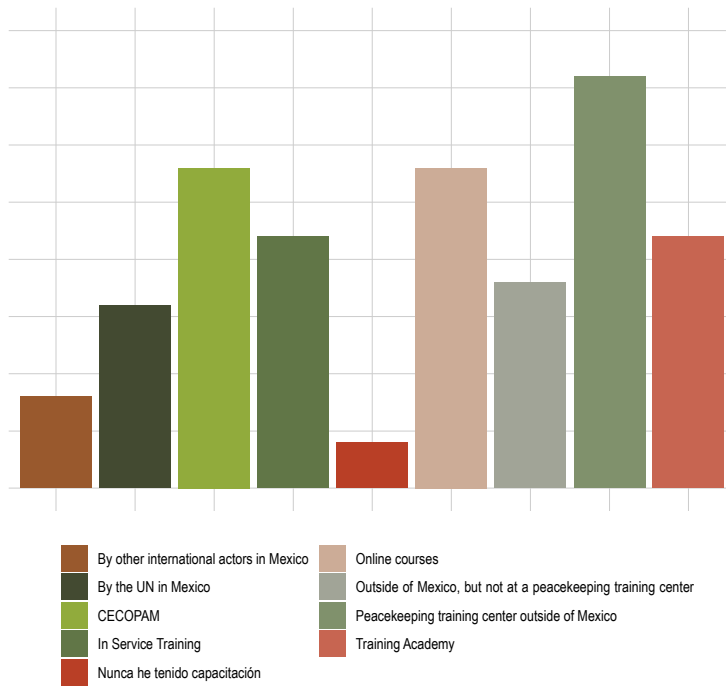
The UN certified the United Nations Personnel Officers Course in April 2020. The certification of the rest of the courses is pending since, given the COVID-19 pandemic, the UN has not sent evaluation groups.

1 SEDENA, "Joint Training Center for Peace Operations Mexico (CECOPAM)", gob.mx, retrieved June 5, 2022, <http://www.gob.mx/sedena/articulos/centro-de-entrenamiento-conjunto-de-operaciones-de-paz-cecopam?idiom=es>.

Deployment training diversification

SEDENA's deployed personnel have received peacekeeping training in different modalities. Training at overseas training centers was noted as the primary way in which personnel were trained for deployment, followed by CECOPAM and online courses. In-service training and training schools have also trained personnel. However, they are not the main training channels. Training by the UN, and international actors in Mexico and abroad (not in training centers) are not as common. Box 27 shows the answers of deployed personnel when asked where they had been trained for deployment.

In which locations have you received training about peacekeeping?



Box 27. Places where personnel have received peacekeeping training

Facilities, uniforms, and equipment are perceived as adequate

The personnel are satisfied with the facilities, uniforms, and equipment provided to them during the mission. About 70% said that none of the above were inadequate. Recreational spaces were identified as the most inadequate, followed by bathrooms and dormitories, office space, and

dining room. The personnel were very satisfied with the equipment, and no one considered the uniforms inadequate. Box 28 shows the responses of deployed personnel to the question “Of the facilities and equipment provided to you during the mission, which do you consider inadequate?”.

Box 28. Facilities and/or equipment perceived as inadequate during the mission

Facilities and/or equipment	Total answers from deployed personnel
None	70%
Bathrooms	10%
Dormitories	8%
Office spaces	8%
Dining room	8%
Recreational spaces	12%
Equipment	2%

Health services during deployment are adequate

Overall health services were identified as adequate by 90% of personnel. Mental health services are considered satisfactory by 88% of deployed personnel. Reproductive health services were considered to meet their needs by 94% of personnel and 98% said the same for birth control services.

Personnel receives contraceptive methods during deployment

Around 54% of the personnel mentioned that they received contraceptive methods during the mission and there are no significant differences between the access women and men had to these services. These were provided by the UN and SEDENA. Specifically, in the case of women, they have access to contraceptive implants.

Mexico has a diplomatic network in the countries of deployment

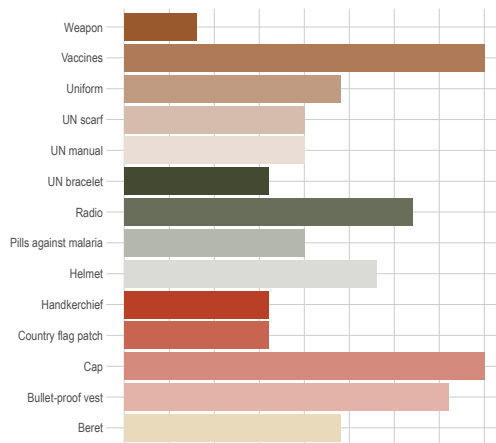
Thanks to Mexico’s extensive diplomatic network, personnel have access to embassies in the country of deployment. These include Colombia, Haiti, Algeria, and Morocco (for the Western Sahara mission), and Lebanon, among others.

Barriers

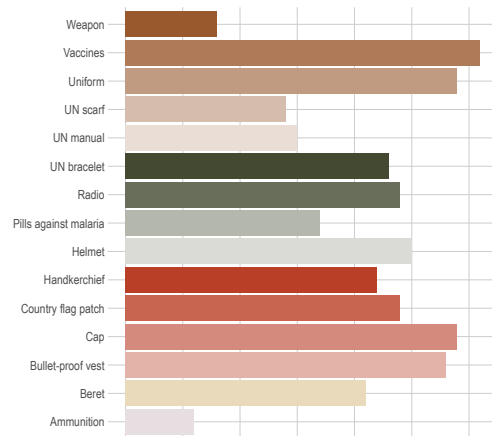
There are variations in the equipment that women and men receive

Surveyed personnel showed that there are some differences in the equipment women and men received during deployment. More women indicated receiving body armor, caps, radios, UN scarves, and immunizations or vaccinations than men. In contrast, more men indicated receiving ammunition, UN armband, uniform, scarf, and country flag patches. Similar proportions of women and men received berets, helmets, a UN manual, weapons, and malaria tablets. Box 29 shows the responses of women and men when asked what material or equipment they received during the mission.

Deployment material or equipment provided to women by the institution



Deployment material or equipment provided to men by the institution



Box 29. Deployment equipment for women and men

Menstrual management products are not provided

Women indicated that menstrual management products are not part of the deployment kit and are not provided to them during the mission. In 2021, the Law on Dignified Menstruation was approved in the country. It is expected that this will lead SEDENA to adopt a policy to provide feminine hygiene products to women in the institution.

Peace Operations do not always have dormitories for personnel

Personnel identified diverse types of sleeping quarters during deployment. Some 28% indicated that only same-sex facilities were available, 10% said there were only mixed dormitories, and 36% mentioned that there were both same-sex and mixed dormitories. However, 24% of the sample said that they had to find their own accommodation due to the lack of dormitories. While SEDENA is not responsible for accommodation during the mission, the lack of dormitories may present an obstacle during deployment.

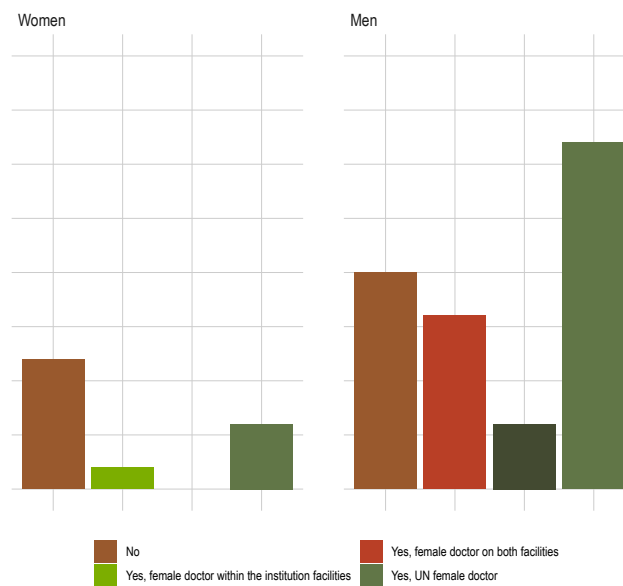
SEDENA does not conduct a gender-based needs assessment

Gender-based needs assessments are not a widespread practice within SEDENA. Plans are in place to include it in the future and based on the experiences of deployed personnel, make recommendations for missions.

Women are less likely to receive medical care from a female doctor than men

Only 33% of women had access to medical care from a UN and/or SEDENA female doctor. In contrast, 71% of men were attended by a female doctor (Box 30). As SEDENA does not deploy battalions, does not deploy medical personnel either. The mission provides this service.

Did you receive medical attention by a female doctor?



Box 30. Medical attention provided by a female doctor.

Different likelihood of having access to mental and reproductive health services

About 87% of deployed men mentioned having access to mental health services compared to 67% of women. In terms of sexual and reproductive health services, women are more likely to have access to them. Some 67% of women mentioned having had access to these services, while only 42% of men answered the same. The mission provides these services. SEDENA has mental and reproductive health services in the country and all personnel have access to them.

Gaps in implementation and experience.

The implementation gap is found in the existence of CECOPAM and the training of personnel in it, the option of online training, and the existence of mixed and/or separate dormitories in the mission. Personnel in SEDENA consider that the uniform fits their body although the institution does not have uniforms made to specifically fit women's bodies. Regarding general access to health services, there is also an implementation gap.

In terms of experience gaps, a significant difference is identified between women and men in sleeping quarters and how adequate bathrooms are during deployment.



6

Peace Operations experiences

**MEDIUM-LOW
PRIORITY**



Peace operations experiences assess the degree to which individuals' mission experiences affect their desire to redeploy or not, and to encourage or deter others to deploy.
(Karim, 2020)



The issue area objectives are:

- » To find methods to enhance women's meaningful participation.
- » To ensure that women can have an impact on how peace operations are conducted.
- » To guarantee that women's participation in the mission is valued and that they can work in a suitable labor environment, free from backlash and hostility.

Main findings

Peace Operations experiences have a medium-low priority for SEDENA. The personnel has generally good experiences, has felt fulfilled during the mission, and has had few problems during and after their deployment. However, there are some improvement areas to ensure positive experiences for all deployed personnel. The implementation gap in this area was high, indicating that institutional policies do not match personnel experiences. The average experience gap score shows that women and men appear to have similar experiences. This issue area represents the penultimate challenge for women to increase their participation in Peace Operations.

Main good practices

- » There is a general opinion that participation in the Peace Operation helped to improve the host country's peace and security. Deployed personnel also states that they do not face major problems in the deployment.
- » There is a generalized perception, almost 100%, that their skills matched their duties, and that personnel have no issues with payments.
- » A significant percentage consider their experience in Peace Operations as good and perceive that upon return they did not face a career downgrade.
- » Mexican personnel tend to adapt well to international contexts. Therefore, it is suggested to strengthen some training tools like languages, which are necessary for deployment.
- » An environment of respect is perceived in UN Peace Operations.

Main barriers

- » To extend the scope of the experience campaigns for deployed personnel, to help the adaptation of those deployed on a mission.
- » To create and expand mentoring and networking programs to serve the deployed population upon their return to Mexico.
- » To broaden the scope of prevention campaigns that always reaffirm the importance of respecting women's human dignity and human rights.

Good practices



Deployment provides a sense of fulfillment to personnel

The experiences of deployed personnel can be considered positive, as 95% of the sample think they helped improve the peace and security of the host country.

Women and men face few issues during deployment

About 44% of the personnel said they did not face any problems while deployed. In general, not many differences are found between the issues faced by women and men. However, men are more likely to face health issues than women. Nostalgia or homesickness occurred more frequently among women, as well as feeling insecure because of the violent situation in the host country (see Box 31). Religion and culture, relations with personnel in the country of deployment, accommodation, and hygiene do not represent problems for deployed personnel. In addition, no one was a crime victim.

Box 31. Issues faced by the personnel during the mission

Issues	Total answers	Total answers by women	Total answers by men
None	44%	50%	45%
Traffic accident	4%	8%	3%
Health	8%	0%	11%
Discomfort in my job as a UN personnel member	2%	8%	0%
With local population	2%	8%	0%
With payments	4%	0%	5%
Nostalgia/ Homesickness	26%	33%	24%
With food	12%	17%	11%
With personnel from other countries	2%	0%	3%
Unsafety due to the violent environment in the country.	16%	25%	13%
Relationship issue with someone from your country of origin	2%	8%	0%

Personnel who deploy are treated with respect

Most deployed personnel (70%) feel that everyone in the mission is treated with respect.

Personnel preparation is adequate for the mission

Both women and men felt prepared for deployment. About 98% of the sample stated that their roles matched the skills of the deployed personnel and 94% felt that they were prepared for the mission.

Women and men were able to move freely during deployment

Deployed personnel reported being able to travel freely and had access to vehicles during their deployment. Some 50% of the women and 55% of men indicated that they could leave the base if they desired to do so. Access to vehicles was also possible. However, men had greater access to UN-provided vehicles (92%) than women (83%). This may be because proportionally fewer women have a driver's license than men.

The benefits of participating in Peace Operations are recognized by both women and men

Deployed personnel identified several benefits of deployment. The most common benefit among both women and men is improved resumes, followed by new skills gained. New friendships too were recognized as an important benefit. Extra salary and recognition were also identified as benefits (see Box 32). Similar proportions of women and men recognized the same benefits.

Box 32. Deployment benefits

Benefits you believe you gain by participating in a Peace Operation	Total
No benefit	NA
Extra salary	64%
Resume / CV enhanced	86%
Rank promotion	4%
New skills	82%
Decorations	64%
New friendships / social networks	66%

Personnel faces few problems when returning from a Peace Operation

Around 60% of the sample stated that they did not face any problems upon return from deployment. Box 33 shows the responses of personnel when asked what problems they faced upon return from the mission. The most common problems were interpersonal in nature but did not occur frequently.

Box 33. Problems upon returning from an operation

What problems do you think occur upon return from a UN Peace Operation?	Total answers
None	60%
Problems in personal relationships	18%
Problems with my partner	18%
Problems with my family	6%
Problems with my children	10%
Problems with my friends	2%
Financial issues	2%
Cheating	4%
Divorce / separation	14%
Demerit	4%
Time lost due to being on mission	8%
I started to dislike colleagues in my home country	4%
Mental health issues	2%
Boredom	2%
Missed opportunities for career advancement	10%
Rumors were spread about me	2%
Problems redeploying	4%

Family issues upon return from the mission are not frequent

Personnel did not face family issues upon return from the mission. Only 18% of the personnel faced problems in their relationships; 18% of those deployed had problems with their partner, 6% with family, and 10% with their children.

Most of the women and men had no work-related issues upon return

Only 10% of those deployed stated that they thought they would have lost professional opportunities upon return from the mission. Demerit

is not a problem that occurs frequently as only 4% indicated it as a problem upon return from the mission.

Family networks are a fundamental part of the transition process, especially for women

Around 36% of the respondents reported having support from their family in their transition back from deployment. Women were more likely than men to have received help from their families during the transition process.

Gender-based violent behavior is uncommon among personnel

Only 6% of personnel reported having received unwanted text messages while deployed. A total of 16% indicated having been referred to in some way other than by name or title. No deployed personnel stated that photos of them had been uploaded to the internet without their consent. However, women are more aware of these situations than men.

Women and men participate in social activities with the same frequency

Participation in social activities during the mission, both on and off base, was equally frequent between women and men.

Barriers

Positive personnel experiences are no incentive for deployment

Positive stories about deployments did not serve as an incentive for deployed personnel to apply for Peace Operations. Only 6% of deployed personnel said that this served as a reason to apply. This may be attributable to several factors that are not necessarily related to positive and negative stories, but rather to Mexico's tradition of peace operations deployment and the socialization of experiences among SEDENA's personnel.

Mentoring programs are unusual during the mission

Some 56% of personnel indicated that they did not participate in a mentoring or networking program during the mission. Despite this, women participate more frequently in all-female groups than men in all-male groups.

The personnel do not receive sufficient help in the transition process

Overall, 22% of personnel indicated that they did not receive help from anyone during their transition process upon returning from a peace mission. Women are significantly more likely not to receive help than men.

Women are less likely to receive institutional support upon return from a mission

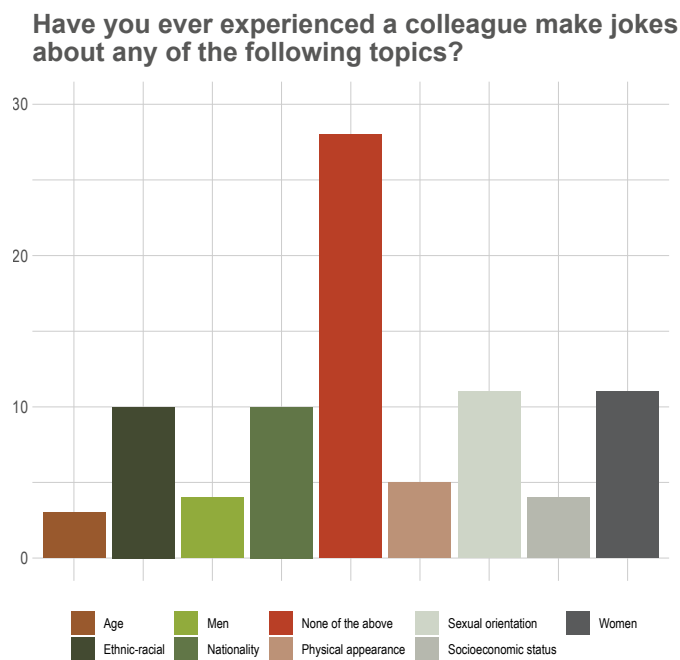
Only 8% of women indicated that they received assistance from the UN in their transition process. Meanwhile, only 17% of women had support from SEDENA and the Mexican government. Support from supervisors is also scarce, with only 8% of the women have received it. This shows that there is no formal program or institutional support when personnel return from the mission beyond a psychological assistance program. Box 34 shows the answers of women and men regarding the help they received when they returned from a mission.

Box 34. Help received during the transition process

Who helped you during the transition process back home after deployment?	Total answers	Total answers by women	Total answers by men
Nobody	22%	42%	18%
The UN	34%	8%	42%
A formal program from my institution	20%	17%	21%
The government	12%	17%	11%
My supervisor	10%	8%	11%
Friends	18%	25%	16%
Family	36%	42%	34%
Colleagues	8%	0%	11%

Women are more likely to hear jokes related to gender and sexual orientation

Overall, 22% of personnel mentioned hearing or being teased about their sexual orientation or for being a woman. However, women are more likely to hear these types of jokes than men. Jokes about nationality or ethnic-racial origin also occur during deployment. Box 35 shows the jokes that personnel has heard on missions.



Box 35. Jokes heard during deployment

Experience gaps

Experiences in Peace Operations are generally good for both women and men. The survey results show that women and men experience similar problems during and upon return from the mission. However, women hear several types of jokes more often and have less institutional support in the transition back from deployment.



7

Career value

LOW PRIORITY



It measures the extent to which peace operations are valued inside the country, as this affects the career path of those deployed. If peace operations deployments are valued, then they may be helpful for promotion. However, if they are not valued, then they may not help or may even delay promotions.
(Karim, 2020)



The issue area objectives are:

- » To ensure that peace operations deployments help the careers of women and men.
- » To guarantee that the impact of peace operations deployments on the careers and lives of uniformed women is the same as on men.

Main findings

■ Career advancement represents a low priority for SEDENA, as deployment in Peace Operations has a positive impact on personnel's careers. Both the implementation gap and experience gap scores are low, suggesting that the personnel's experiences represent institutional policies. Likewise, women's and men's experiences are similar. This issue area was identified last by women as a challenge or barrier to their meaningful participation in Peace Operations.

Main good practices

- » The recognition of deployed personnel by high-level authorities.
- » Campaigns to spread awareness about the importance of peace missions in the media, academic spaces, and forums for reflection.
- » There is a latent commitment among the personnel, as most of them do not consider the additional salary they receive as particularly important. What was important for them was the service commitment to international peace, which motivated their participation.

Main barriers

- » Continue to highlight UN Peace Operations and Mexico's participation, particularly of women, beyond the institution.

Good practices

Personnel places a high value on career advancement through deployment in Peace Operations

About 66% of personnel consider that deployment in Peace Operations advances their career either “a lot” or “very much”. In addition, 71% of the survey felt that it enhances their CV or resumé, while 82% felt that it provides them with new skills. Only 6% of respondents commented that they have missed opportunities that delayed their career because of Peace Operations, and no respondent attributed minimal value or interest to Peace Operations. The data seem to indicate that interest in deploying is driven by the various benefits attributed to the personnel’s career.

Box 36. Deployment benefits

Benefits you believe you get from participating in a Peace Operation	Total answers
No benefits	1%
Extra salary	37%
Enhanced resume / CV	71%
Rank upgrade	17%
New skills	82%
Decorations	50%
New friendships / social networks	55%

There is a commitment by the Mexican State to recognize the value of Peace Operations

The Mexican State has integrated peacekeeping into the national security strategy through the Development Plan; furthermore, SEDENA’s sectoral program also alludes to peace operations. In addition, the contribution of women to peacekeeping is recognized through feminist foreign policy and the implementation of the Women, Peace, and Security Agenda, making it a priority.

GOOD PRACTICE BOX: SEDENA's commitment to Peace Operations

Through the National Defense Sector Program 2020-2024, SEDENA has reaffirmed its commitment to Peace Operations. Within the “Priority Objectives” section, priority objective 3 “Contribute to preserve National Security and guarantee Homeland Security” mentions the institution’s participation in Peace Operations:

The permanent environment evolution where Peacekeeping Operations are conducted demands the constant and increasing deployment of specialized personnel and contingents, with the highest training standards, to contribute to address the problems that require attention. In this way, the deployment of elements in this type of operation by the Mexican Army and Air Force is conducted gradually, giving priority to observers and personnel officers.

Thus, this institution contributes with solidarity to the effort of nations to achieve global peace and security, through the consolidation of CECOPAM, in the provision of peace operations training, aimed at training Mexican military personnel in the various peace operations missions of the UN, with an emphasis on the participation of female personnel.¹

¹ SEDENA, “DECREE approving the National Defense Sector Program 2020-2024”, Federal Official Gazette § Priority Objectives (2020).

GOOD PRACTICE BOX: Feminist Foreign Policy and the Women, Peace and Security Agenda in Mexico

Mexico has adopted a feminist foreign policy.¹ The commitment to the Women, Peace and Security (WPS) agenda has developed along two lines. First, Mexico has a National Action Plan for the implementation of the WPS agenda in the country.² Secondly, the commitment has been reinforced through its contributions to the Security Council. In 2021, together with Ireland, Kenya and

¹ Mexican Permanent Mission to the UN, “INTERVENTION OF CHANCELLOR MARCELO EBRARD AT THE GENERAL DEBATE OF THE 76th SESSION OF THE GENERAL ASSEMBLY,” Speech, UN GENERAL ASSEMBLY, September 23, 2021.

² “National Action Plan for the Implementation of Security Council Resolution 1325 (2000) on ‘Women, Peace and Security.’” (Mexico: Secretary of Foreign Affairs, Secretary of National Defense, Secretary of the Navy, Secretary of Security and Citizen Protection, National Women’s Institute, January 2021), https://www.gob.mx/cms/uploads/attachment/file/604428/PNA_1325_Plan_Nacional_de_Acci_n_M_xico__ver._espa_ol.pdf.

Norway, a collective commitment was established to raise the importance of this agenda in their presidencies in the Council.³ Therefore, Mexico is part of a joint effort to ensure that the agenda is fully and meaningfully integrated into the Security Council’s work, including discussions on specific country cases.

³ “Women, Peace and Security: Open Debate on Protecting Women’s Participation”, Security Council Report, January 2022 Monthly Forecast, December 28, 2021, <https://www.securitycouncilreport.org/monthly-forecast/2022-01/women-peace-and-security-open-debate-on-protecting-womens-participation.php>.

Deployment recognition is given in different areas

Based on survey data, it was found that 68% of those deployed mentioned that upon their return they were recognized for their deployment within the Armed Forces, 24% by the media,⁴ and none of those deployed said they had not received any recognition after their deployment.

Box 37. Recognition for deploying, by sex

Who acknowledged your participation in a Peace Operation?			
	Total	Women	Men
I did not receive any recognition	6%	9.09%	5.13%
Within the Armed/Security Forces	70%	72.73%	69.23%
Mass Media	24%	63.64%	12.82%
Neighbors / Community	14%	36.36%	7.69%
Family / Friends	70%	81.82%	66.67%
Government	18%	45.45%	10.26%

SEDENA has integrated UN evaluations into the country’s career promotion systems by incorporating the evaluation report into deployed personnel’s resumes. In addition, there is a redeployment in which positive experiences are considered and how they contribute to their career. Personnel are also allowed to select their next national assignment as a recognition of the work they have done.

⁴ *La Jornada*, “Mexico renews personnel in Peace Operations,” December 31, 2016, <https://www.jornada.com.mx/2016/12/31/politica/010n2pol>; “Mexico sends first blue helmets for Peace Operations,” *Excelsior*, March 14, 2015, <https://www.excelsior.com.mx/nacional/2015/03/14/1013331>; and *El Universal*, “Armed Forces join the Blue Helmets,” January 13, 2020, <https://www.youtube.com/watch?v=WM7lrmH6d2c>.

Finally, recognition of deployed personnel is also provided through the awarding of medals by the UN. As a distinction, those deployed upon their return are allowed to wear a badge on their uniform for having participated in a Peace Operation.

Barriers



Salary is not a factor for deployment

About 37% of personnel surveyed responded that Peace Operations contributes some extra salary. Although the percentage is not high enough, from the responses to this question, it appears that there are reasons other than salary for deployed personnel when choosing to deploy.

The personnel are not aware of the benefit brought by deployment on their rank

Only 17% of personnel specified that deployment is a factor in deciding on promotions. This does not coincide with the institution's policy since deployment is considered up to a certain point in the military career. This means that for senior personnel, these deployments are important at the time of promotion because of what they add to their résumé, such as decorations. In the case of junior personnel, this is not necessarily considered because the promotion policy is by guarantees of equal circumstances.

Deployment is not recognized through symbols or monuments

In Mexico and SEDENA, deployment in Peace Operations is not recognized either through monuments or statues nor through a national peace-keeping day.

Gaps in implementation and experience

In terms of implementation gaps, it was found that the personnel do not recognize how the professional benefits of deployment are integrated into their institutional record, the same happens with recognition by the government. Regarding experience gaps, it was found that women and men responded differently regarding the personal or professional benefits gained after returning from a Peace Operation, and the problems they may face upon their return.



8

Top-down leadership

**LOW
PRIORITY**



It measures the extent to which a national framework exists to value and encourage women's meaningful participation, as well as whether there is political will at the national level and also at the mid-career level to implement change.

(Karim, 2020)



The issue area objectives are:

- » To assure that women participate equally in decision-making.
- » To integrate women's meaningful participation in priority policy areas for the country and personnel.
- » To establish a national framework for increasing women's meaningful participation.

Main findings

■ The predisposition of institutional top-down leadership is a low priority for SEDENA. Various policies and mechanisms have been set, both at the institutional and national levels, to promote women's participation at all levels. Policies have penetrated all levels of SEDENA, which reflects in the medium-low implementation gap score. However, there are still different experiences between women and men. This issue area was not identified by women as a barrier or challenge to their meaningful participation in Peace Operations.

Main good practices

- » There is a robust institutional architecture that seeks to strengthen gender equality and “zero tolerance” to violence against women policies, showing a political will to strengthen the promotion and protection of women's rights.
- » There is common knowledge about the issues of bullying and sexual harassment within the institution, as well as the steps to denounce and start healing processes.
- » The gender mainstreaming policy prevails thanks to the existence of the Observatory Center for the Equality between Women and Men and the integration of mechanisms for the attention and prevention of gender-based violence (GBV).

Main barriers

- » Training on gender equality and against violence and harassment should be mandatory, especially gender sensibilization training.
- » There is a generalized lack of knowledge of the “focal point” for gender issues in the institution. It is important to deep dive about the information provided to personnel, such as workshops, courses about gender issues and the corresponding areas for its analysis, dissemination and connection to this topic.

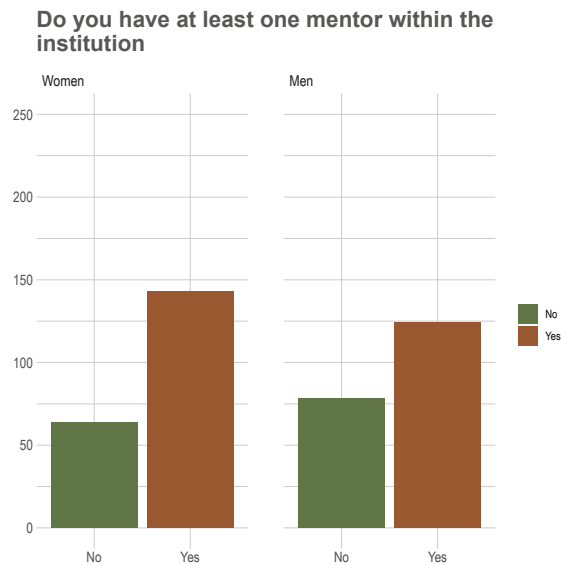
Good practices

Personnel see great value for Mexico and the institution in the participation in Peace Operations

About 93% of the sample recognize the benefits of participating in Peace Operations for Mexico and the Armed Forces. In addition, 98% believe that participating in these operations positions the Mexican State at an international level.

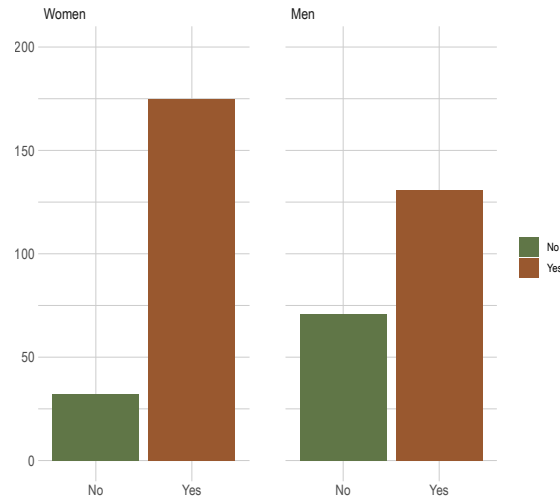
The personnel are supported by the institution

Regarding the possibility of approaching a mentor within the institution, more than 50% of the sample stated that they have one and 92% are willing to discuss work-related matters. Some 82% are willing to approach a superior to discuss other colleagues' inappropriate behavior, while 68% would also seek to discuss personal issues such as partner and family, among others. Just over half of the sample believes that superiors are willing to listen to lower ranks leaders.



Box 38. Personnel who has a mentor in the institution, by sex

Have you ever served under the supervision of a women?



Box 39. Personnel who have served under a woman's supervision, by sex

International commitment to increase women's participation

Senior SEDENA officials are aware that Mexico adopted its first National Action Plan (NAP) for the implementation of UNSCR 1325 in January 2021. The objectives of this Plan recognize an international commitment to increase the number of women in peacekeeping through two objectives: "To spread awareness and sensitize military and police personnel on the role of women in conflict prevention and peace processes; and to promote gender perspective incorporation within the institutions responsible for peace and security in Mexico, particularly at the local level."⁴

GOOD PRACTICE BOX: Lieutenant Colonel María del Rosario Cardoso Reyes, a pioneer in Peace Operations

Lieutenant Colonel Nurse María del Rosario Cardoso Reyes served in the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). She was the first Mexican woman to serve in a Peace Operation. She has also participated in the focal point network meeting on the Women, Peace and Se-

⁴ "National Action Plan for the Implementation of Security Council Resolution 1325 (2000) on 'Women, Peace, and Security'."

curity Agenda then led by Canada and Uruguay in 2019. She is currently working at the Center for Studies of the Mexican Army and Air Force (CEEFA) in Mexico City. Her experience has been shared by media outlets, stating that:

We were allowed to work there for a year. As a woman, Mexican, and a member of the Mexican Army, having the opportunity for the government to integrate us to support and restore peace in other countries, generates valuable experience for us. Although conflicts are totally different in the countries we go to, we absorb experience for the solution of certain situations that deprive vulnerable people, such as women and children of peace.¹

1 “Privilege to serve as a UN Peace Agent,” *El Universal*, March 8, 2020, <https://www.eluniversal.com.mx/nacion/privilegio-servir-como-una-agente-de-paz-de-la-onu>.

There are mechanisms and tools within SEDENA that seek to integrate the gender perspective in the institution, which are reinforced by national institutions

First, the gender perspective integration policy in the institution is known by 58% of the personnel surveyed, and 51% of the sample stated that they had approached a superior regarding training on gender issues. More than 75% of the personnel have served under an immediate female superior. Regarding gender training, 82% of senior personnel have received a gender course and more than 10% have received some gender training either for work, in leadership tasks, or more specialized gender issues.

As for deployed personnel, more than 90% received training on these topics before deployment. SEDENA provides this type of training through the Human Rights and Gender Equality Training Center and divides them into three categories: those provided by CONAPRED, by the National Human Rights Commission, and the training included in the “Program for Equality between Men and Women SDN”. According to SEDENA’s Human Rights Program, between 2013 and 2020 a total of 102,534 pieces of training have been taught within the “Program of Equality between Men and Women of the SDN,” and 1,521,042 military elements have been trained in Human Rights.

Box 40. Gender trainings

Type of training	Workshops offered
Online courses offered by the National Council for the Prevention of Discrimination (CONAPRED)	The ABC of equality and non-discrimination
	Migration, discrimination, and xenophobia
	Guidelines for non-discriminatory public attention
	Inclusion and disability
	Sexual diversity, inclusion, and non-discrimination
	Tolerance and diversity of beliefs
	Social prevention of rape with an antidiscrimination approach
	Discrimination against people living with HIV or AIDS
	Measures for equality within the Federal Law for the Prevention and Elimination of Discrimination framework
Online courses offered by the National Commission of Human Rights (CNDH)	Human Rights and Gender
	Human Rights and Violence
Training included in SEDENA's "Program for Equality between Women and Men."	Theater play <i>With a gender perspective</i>
	Course "Strengthening gender equality"
	Theater play <i>What do I see when I see myself?</i>
	Courses on "Equality and Gender Violence"
	Workshop "Gender relations, building equality between women and men"
	Workshop "Prevention and Attention to Workplace Violence: Sexual Harassment and Mobbing"
	Workshop "Prevention of Situations of Inequality, Discrimination and Gender Violence"
	Workshop "Preventing Sexual Harassment"
	Workshop "Reducing Gender Violence and Sexting"
	Workshops for Gender-Based Violence Prevention
	Gender Sensitization Workshops
	Workshop "Gender Equality and Equal Opportunities between Women and Men"

Gender perspective within SEDENA

Mexico has a broad gender-related legal framework within the national security strategy. Gender equality and perspective were alluded to in the last two National Development Plans. The National Plan from 2019 to 2024¹ has as one of its guiding principles to “leave no one behind nor leave no one out”, which includes gender equality. Regarding the previous government (six-year term 2013-2018),² this proposed the development of the gender perspective in all areas of the federal administration. Moreover, through the Gender Equality Programs, the institution seeks to:

Ensure equal opportunities between women and men, so that Mexicans significantly improve their quality of life, implementing various actions with a gender perspective, specific and feasible, which directly impact the standard of living of the members of the Mexican Army and Air Force, as well as their families, to strengthen an institutional culture of equal opportunities, with a gender perspective and respect for women’s human rights, combating gender violence and discrimination.³

1 “National Development Plan 2019-2024.”, Federal Official Gazette § (2019).

2 Federal Government, “National Development Plan 2013 - 2018”, Federal Official Gazette § (2013).

3 “Programs on Gender Equality,” (SEDENA, s/f).

SEDENA has several mechanisms to denounce and sanction Sexual Exploitation and Abuse (SEA)

The Secretary of National Defense issued a pronouncement of zero tolerance for bullying and sexual harassment behaviors as well as any other form of violence against women. The legislation surrounding Sexual Exploitation and Abuse under which SEDENA is governed is extensive. A robust framework supports the institution through the Secretary of Civil Service and the Protocol for the Prevention, Attention, and Punishment of Sexual Harassment. In terms of reporting and sanctioning these types of offenses, the institution considers a public or private sanction. In addition, in case of any “inconsistency” in their conduct or any other activity, they are separated and relegated from the competition for deployment, this includes faults in the military or civilian sphere. Thus, anyone who is subject to internal disciplinary sanctions by SEA is removed from the opportunity to participate in a Peace Operation.

GOOD PRACTICE BOX: Protocol for the Prevention, Attention, and Punishment of Sexual Harassment of the Secretary of Civil Service (SFP)

The protocol¹ has the following objectives:

- » To establish specific measures to prevent sexual harassment in the agencies and entities of the Federal Public Administration (FPA) and to promote an institutional culture of gender equality and a work environment free of violence;
- » To define mechanisms to guide and, where appropriate, provide specialized assistance before the competent authorities to the alleged victim of sexual harassment, to ensure non-revictimization and access to justice;
- » To indicate the channels and competent authorities within the agencies and entities of the FPA that may hear and, where appropriate, investigate or sanction sexual harassment;
- » To establish the guidelines for each agency and entity of the FPA to keep a record of cases of sexual harassment to allow their analysis, facilitate their follow-up, identify patterns and implement actions to inhibit and eradicate them; and
- » To contribute to impunity eradication that favors the incidence of sexual harassment within the FPA. The FPA internal control is who carries out the process in case of interference in this type of conduct.

The protocol also defines Sexual Harassment (as a form of violence with a lascivious connotation in which, although there is no subordination, there is an abusive exercise of power that leads to a state of defenselessness and risk for the victim, regardless of whether it occurs in one or several events); Discrimination; Gender Stereotypes; Gender Perspective; and Violence against Women. It proposes specific actions on prevention, training, education, and certification. It also establishes the quality of counselors and attention for first contact in sexual harassment cases, and its subsequent investigation and sanction. It also resumes the registration of this type of crime and establishes, as principles and premises, zero tolerance, gender perspective, access to justice, and the pro-person principle.

¹ Secretary of Civil Service, “Protocol for the Prevention, Attention, and Punishment of Sexual Harassment,” (2020).

GOOD PRACTICE BOX: Grievances and sanction mechanisms in SEDENA to combat sexual harassment

Within the mechanisms of denouncement and sanction in the institution, two types of penalties are considered: a public penalty (through a transparency portal where it is possible to see which servants have been sanctioned) or a private penalty (only in the servant's file) to a military public servant. The disqualification can be from three months to one year. A military servant who is disqualified ceases to receive his or her salary because of the hierarchy, has no legal-administrative relationship with the army, cannot work in any government agency, and cannot receive a salary from the Federal Government. It is also possible to dismiss from a soldier to a general. It does not matter the hierarchy; the transcendence is the conduct that has been done.

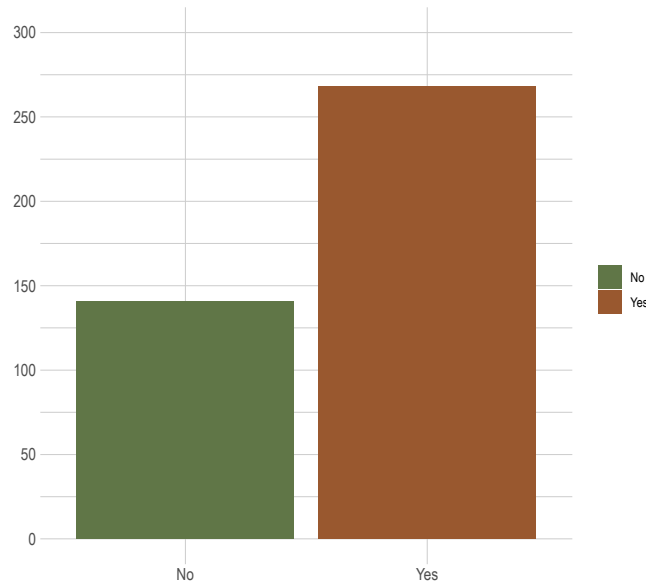
This decision may be taken by the area of responsibilities, or also by the Federal Court of Administrative Justice. For the most serious misconduct, the Federal Court of Administrative Justice replaces the military justice system. On one side, if there are no elements that show the responsibility of the military public servant, he/she could not be sanctioned. The determinations or resolutions are subject to the constitutional scrutiny and legal recount of a court of a purely civilian nature. It is important to point out that everything that is done within the Armed Forces ends up under a constitutional judge, who has no relation to the institution. In the case of the military, it is immersed in different regimes of special subjection: military criminal jurisdiction, military disciplinary law, and the special regime of the subjection of public servants. In addition to these mechanisms, it can also be sanctioned by the common jurisdiction, the military criminal jurisdiction, the military disciplinary law, and the administrative sanctioning law.

Barriers

Not all personnel acknowledge support through language training

Only 65% of the sample stated that the institution has an English or French language training program for proposed personnel to deploy on a Peace Operation.

Does the institution have programs for training in English or French for deployment?



Box 41. Language training according to personnel

There is not widespread knowledge about the deployment of women and UNSCR 1325

Only 16% of deployed personnel stated awareness of UNSCR 1325 and the likelihood is higher given the senior rank. In addition, 87% of personnel stated they were NOT aware of how many women have been deployed by Mexico.

Gender tools are unknown to personnel

Although in practice, senior managers have taken gender training, there is no mandatory training for them. On the other hand, in terms of gender tools, only one of four tools is known by more than 50% of the respondents. Regarding gender training for recruits, the percentages remain relatively low without reaching the 50% threshold. Also, 10% of the sample stated that no gender training was given during deployment. Finally, the personnel in the sample stated that they did not know men who could be considered “male allies” on issues that could be of help to women.

Box 42. Known gender tools in the institution, by sex

Which of the following gender tools do you know exist in your organization?			
	Total	Women	Men
Advisor / guide	46.5%	45.89%	47.03%
Focal point	20.5%	16.43%	24.75%
Gender Division/Unit	40.1%	38.16%	42.08%
Gender perspective mainstreaming policy	57.9%	56.04%	59.9%
Other/ I do not know	13%	15.46%	10.4%

The Gender Unit/Division in SEDENA: The Observatory for Equality between Women and Men in the Mexican Army and Air Force

The Observatory for Equality between Women and Men in the Mexican Army and Air Force was created in December 2011 and was later inaugurated in March 2012. Its mission is to plan and evaluate actions to prevent and eradicate any form of gender-based discrimination, ensuring equal opportunities for women and men in the Mexican Army and Air Force. According to the institution, this “contributed to the evolution process in the Armed Forces from a gender perspective; by fostering a culture of coexistence between men and women...leveling opportunities in the social, political, and cultural environment.”¹ The observatory becomes a pioneer then, as one of the first bodies of this nature in the Federal Public Administration. Since 2019, 20 personnel members are working at the Observatory, most of whom are women.

¹UnderSecretary of National Defense Memoir Documentary,” Memoir Documentary (SEDENA, November 30, 2012).

Gaps in implementation and experience

The implementation gap can be found in that there is no specific training regarding Resolution 1325 for senior managers. This type of gap also exists regarding the knowledge of the existence of the different gender tools in the institution. This gap also appears concerning male allies in SEDENA.

Women and men had different responses regarding language training, having a mentor within the organization to support them, and the perception of the positioning of the Mexican State at the international level. Knowledge of UNSCR 1325 is also different between women and men and having or serving under a female supervisor.

9

Gender roles

HIGH PRIORITY



It explores the prevalence of gender stereotypes and discriminatory attitudes within the institution. Two types of beliefs are measured: gender stereotypes or beliefs about the roles that men and women should play in the institution and society as a whole, and the gender protection norm, that is, the idea that women should be helped, even if they are members of the security institution.

(Karim, 2020)



The issue area objectives are:

- » To assure that women participate equally in decision-making, planning, implementation, and evaluation of all activities related to peace operations.
- » To eliminate preconceived attitudes about women's roles and abilities concerning their work, as well as peace operations deployments.

Cross-cutting issue area that intersects and influences the other eight issue areas listed above.

Main findings

■ The gender roles cross-cutting issue area has a high priority for SEDENA. This issue area cuts across all previous areas and negatively influences women's participation. The experience gap score shows that gender roles are assumed by women and men in equal measure. Institutional policies focused on mitigating the impact of gender roles have not been reflected in personnel opinions. This is the issue area most identified by the women as a barrier to their meaningful participation. About 51% of the women in the sample stated that cultural conceptions cause people to doubt women's abilities to deploy. The Gender Roles Scale shows that there is a strong burden associated with gender roles identified for women and men.

Main good practices

- » Program for Equality between Women and Men.
- » Existence of the Observatory for Equality between Women and Men in the Mexican Army and Air Force.
- » Training on equality issues.
- » Existence of the Gender Network (gender coordinators and sub-coordinators [focal points]).
- » Pronouncement of zero-tolerance to sexual harassment behaviors.

Main barriers

- » To expand the activities conducted by the previously mentioned organizations.
- » To strengthen awareness programs/campaigns on gender stereotypes.

- » To strengthen campaigns on co-responsibility and new masculinities.

Good practices



Personnel believes that women and men can perform tactical operations

Around 92% of personnel in the survey “agree” or “strongly agree” that women can perform tactical operations, while for men the percentage rises to 96%.

Box 43. Perception of women’s and men’s capability to conduct tactical operations, by sex

	Women are capable of participating in tactical operations.			Men are capable of participating in tactical operations.		
	Total	Women	Men	Total	Women	Men
	0.7%	1.0%	0.5%	0.5%	0	1.0%
Disagree	2.9%	2.9%	3.0%	1.7%	2.4%	1.0%
Undecided	4.4%	4.3%	4.5%	1.5%	1.9%	1.0%
Agree	65.8%	58.0%	73.8%	74.6%	70.5%	78.7%
Strongly Agree	26.2%	33.8%	18.3%	21.8%	25.1%	18.3%

The treatment of women and men within the institution is equal under the law

In practice, there is nothing that prohibits women from performing traditionally male activities, according to the General Law for Equality between Men and Women.¹

Security is not a reason why personnel do not want to deploy

Only 2% of the sample stated that they did not apply for Peace Operations for security reasons.

¹“General Law for Equality between Men and Women,” Federal Official Gazette § (2021).

Barriers

Men and women do not interact equally with the local population

While 82% of women stated that they interact every day with the local population, only 8% of men reported doing so. In addition, 51% of men stated that they never interacted with the local population during their deployment. Only 9% of women reported interacting with the local population at least once a week, compared to 5% of men. No women reported interacting with the local population every two to three weeks or every several months. In the case of men, none reported interacting with the local population once during the time of deployment.

Box 44. Interaction with the local population, by gender

Interaction with the local population			
	Total	Women	Men
Never	10%	12.8%	51.3%
Every day	58%	81.82%	7.7%
Once a week	8%	9.09%	5.1%
Every two to three weeks	4%	NA	5.1%
Once a month	12%	9.09%	12.8%
Every several months	6%	NA	7.7%
Once during deployment time	2%	9.09%	NA

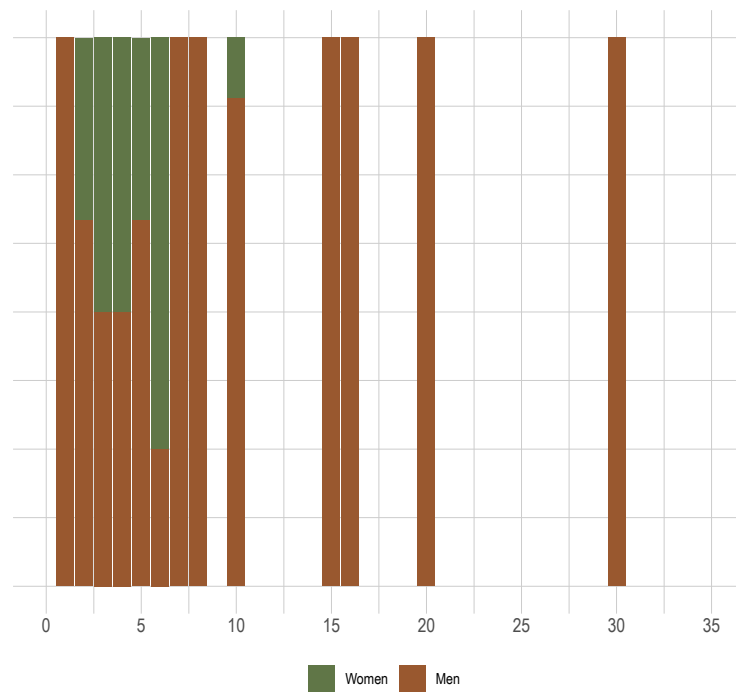
Men and women do not deploy on the same missions

Most women (44%) and men (33%) have deployed to MVNUC. Missions to which men have deployed and women have not been: MINUSTAH and UNIFIL. Some 11% of women have been deployed to MINUSMA compared to 23% of men. Finally, 34% of women have deployed to MINURSO compared to 20% of men.

Box 45. SEDENA personnel deployed (2015-2021)

Mission	Men	Percentage	Women	Percentage	Total	Total percentage
UNIFIL	2	3%	0	0%	2	2%
MINURSO	13	20%	6	34%	19	23%
MINUSTAH	10	15%	0	0%	10	12%
MINUSCA	4	6%	2	11%	6	7%
MINUSMA	15	23%	2	11%	17	20%
MVNUC	22	33%	8	44%	30	36%
Total	66	100%	18	100%	84	100%

In how many commanding positions have you served?



Box 46. Leadership positions by sex.

Women have less performed as leaders

On average, women who have deployed have held five leadership positions, while men have held eight. The maximum number of leadership positions held by women is 10, while that of men is as high as 30 leadership positions. This means that no deployed woman has held 11 to 20 leadership positions.

Missions are more restrictive for men

Missions appear to be more restrictive for men than for women. Beyond whether the personnel are women or men, this could be more related to the mission to which the personnel deploy. Regarding leaving the base or compound whenever they wanted to, 73% of women reported being able to do so, compared to 26% of the men; 28% of women reported needing an escort to leave the base or compound compared to 49% of men. Finally, more than 80% of both men (87%) and women (82%) reported having access to a UN vehicle.

Results are as followed when the data is analyzed separated by the three missions to which personnel have been deployed (MVNUC, MINURSO, and MINUSMA). Regarding the personnel's possibility of leaving the base when deployed to MVNUC, 33% of the women deployed stated that they were unable to do so, compared to 43% of the men. Approximately 67% of women reported being able to leave the base compared to 43% of men. Finally, 14% of the men stated that it depended on the mission. When asked if they needed an escort to leave the base, 33% of the women deployed to MVNUC said they did not need one, compared to 43% of the men. Around 50% of the women reported needing an escort compared to 57% of the men. Finally, 17% of women stated that it depended on the mission. Regarding access to vehicles, 33% of the women stated that they did not have access to vehicles whenever they needed them, 50% stated that they did have access and 17% stated that it depended on the mission. In the case of men, 100% of men deployed to MVNUC reported having access to a vehicle.

Regarding deployed personnel to MINURSO, 67% of the women reported that they could leave the base whenever they wanted compared to 25% of the men. Approximately 50% of men reported not being able to leave the base while no female deployed personnel selected this option. Around 33% of deployed women stated that it was mission dependent versus 25% of men. Concerning the need for an escort to leave the base, 67% of the women stated they did not need one, and 75% of the men stated the same; 33% of the women said that it depended on the mission and 25% of the men said that it could leave the base whenever without an escort. A total of 100% of both, women, and men, reported having access to a vehicle provided by the UN.

Finally, in the case of MINUSMA, 100% of women deployed to this mission reported being able to leave the base compared to 100% of men who said they were unable to do so; 100% of women deployed to this mission stated that they did not need an escort to leave the base compared to 33% of men who stated the same. In addition, 50% said they did need an escort and 17% said it depended on the mission; 100% of the women said they had access to a vehicle provided by the UN compared to 67% of the men. Only 17% of men stated that they did not have access to a vehicle and that it depended on the mission.

Box 47. Restrictions during the mission by sex.

	Leave the base/compound whenever I wanted to			Needing an escort to leave the base/compound			Access to an UN-provided vehicle whenever I needed it		
	Total	Women	Men	Total	Women	Men	Total	Women	Men
Yes	36%	72.73%	25.64%	44%	27.27%	48.72%	84%	81.82%	87.18%
No	48%	18.18%	56.41%	46%	54.55%	43.59%	10%	18.18%	7.69%
Depending on the mission	14%	9.09%	15.38%	8%	18.18%	5.13%	4%	9.09%	2.56%

Labor division in the missions

Regarding the relationship between women and men with children in a mission, 77% of the sample considers it a task for women, 11% for men, and 9% for both. When looking at the responses between men and women, the percentage of women who believe that they are the ones who should interact with women and children in conflict zones is higher than men's responses.

When interacting with refugees, the percentages are more equal. About 47% of the sample stated that it is a task for male members versus 39% who believe it is a task for women. When looking at the responses disaggregated by sex, a higher percentage of men believe that they are the ones who should interact with refugees, while a higher percentage of women believe that they are the ones who should interact with refugees.

Approximately 67% of the sample believes that training the local military personnel is a task for men, 18% think it is a task for both, and 14% think women should be in charge. When looking at the disaggregated responses, more women think that men should train local security forces, followed by women and finally, both. In the case of men, they think more that they should be the ones in charge, followed by both and finally, women.

When faced with an anti-government riot, 17% think that both women and men could perform the task, 69% believe only men could do it, and 12% that only women could do it. Women's responses show that 16% believe it is a task for female members of the forces and 14% for both. As for the male sample, 71% believe it is a task for men, 21% for both, and 7% for women.

When facing a bomb, 64% of the sample considered it a task for men, 14% a task for women, and 20% a task for both. As for women, 64% believe it is a task for men, 18% for both, and 16% a task for women. Men's responses indicate that 65% think it is a task for them, 22% for both, and 12% believe it is a task for women.

To write status reports is considered a female activity. Survey data show that 56% consider the task to be for women, 17% a task for men, and 25% a task for both. Approximately 61% of women consider it a task for them, 22% for both, and 16% for men. As for men's responses, 52% consider it a task for women, 29% for both, and 18% a task for them.

Box 48. Labor division, by sex

Situation	Member	Total	Women	Men
Interact with women and children in a conflict zone.	Both	9.54%	7.25%	11.88%
	Male Personnel	11.98%	10.63%	13.37%
	Female Personnel	77.02%	80.19%	73.76%
	Other	1.47%	1.93%	0.99%
Interact with the population in a refugee camp.	Both	12.47%	9.18	15.84%
	Male Personnel	47.43%	43.00%	51.98%
	Female Personnel	38.63%	45.89%	31.19%
	Other	1.47%	1.93%	0.99%
Train local military personnel.	Both	17.85%	12.56%	23.27%
	Male Personnel	66.50%	66.67%	66.34%
	Female Personnel	14.18%	18.84%	9.41%
	Other	1.47%	1.93%	0.99%

Box 48. Labor division, by sex

Situation	Member	Total	Women	Men
Respond to an anti-government riot	Both	17.36%	13.53%	21.29%
	Male Personnel	69.19%	67.63%	70.79%
	Female Personnel	11.74%	15.94%	7.43%
	Other	1.71%	2.90%	0.50%
Respond to a possible terrorist attack after receiving a bomb threat.	Both	20.29%	17.87%	22.77%
	Male Personnel	64.55%	64.25%	64.85%
	Female Personnel	14.18%	16.43%	11.88%
	Other	0.98%	1.45%	0.50%

Concerning gendered tasks, women were more involved in support activities with the community (63% of women vs. 41% of men), provision of health services (55% of women vs. 15% of men), teaching (45% of women vs. 23% of men), and childcare (9% of women vs. 3% of men).

Box 49. Additional tasks performed during deployment, by sex

Activity	Women	Men
None	NA	7.69
Cooking	27.27	43.59
Cleaning	45.45	53.85
Driving	63.64	61.54
Translating	36.36	46.15
Community support activities	63.64	41.03
Provision of health services	54.55	15.38
Teaching	45.45	23.08
Childcare	9.09	2.56
Individual or groups orientation	54.55	30.77

Women serve to a greater extent as a gender focal point

Service as a gender focal point is higher for women, as 45% of women reported serving as such compared to 10% for men.

There are cases of discrimination in SEDENA

According to CONAPRED data, 425 complaint reports were registered in Mexico during 2020. Of these, 310 are against private individuals and 115 against federal public servants. Regarding alleged cases of discrimination, 305 were registered from January to December 2020. Approximately 23% of these cases were due to health conditions, 18.7% due to disability, 11.1% due to gender, and 8.5% due to sexual orientation. In SEDENA, from 2018 to 2020, 20 cases of discrimination were recorded, of which 7 were recorded in 2020.

Box 50. Discrimination cases in SEDENA

Year	Civilians	Military
2018	0	2
2019	6	5
2020	3	4

Gaps in implementation and experience

The experience gap can be seen in the indicator relating to leadership positions in the country and the restrictions held by women and men during deployment. In addition, there are differences between women's and men's responses on who can perform tactical operations and tasks regarding riots, writing reports, participating in camps, training, etc. Similarly, there is an experience gap that occurs mainly in in-service duties as a gender focal point between women and men.

Regarding the duties that each person can perform during deployment, only the existence of restrictions was acknowledged.

10

Social exclusion

**MEDIUM
PRIORITY**



It measures the degree to which group cohesion and identity are built on the creation of an in-group by excluding those people who do not resemble or behave like the people in the in-group. It also measures the practices used to maintain this in-group.

(Karim, 2020)



The issue area objectives are:

- » To guarantee that women have a measurable impact on the way peace operations are conducted and that the effects of deployment on the lives of uniformed women are as positive as those of men.
- » It focuses on changing individual attitudes and institutional culture until women are treated as equal members of the team.

It is a cross-cutting issue because if individuals in a tight-knit group have negative or stereotypical beliefs about those outside the group, then they are privileging insiders and creating a hostile work environment for those on the outside.

Main findings

■ Social exclusion is an issue area of medium priority for SEDENA. Within the scales that measure this issue area, the taboo behavior severity scale, its reporting, and masculine beliefs are not met. This indicates that to a certain extent, women do not have the same treatment as men. The institutional policies implemented in this regard have not been able to strongly influence the personnel's attitudes. This issue area was not identified by women as one of the top three challenges to increasing their participation in Peace Operations.

Main good practices

- » Over 90% of personnel surveyed state that they know the internal system's guidelines, regulations, and policy on whom to contact to complain about irregularities.
- » More than 60% of personnel would agree to women-exclusive calls.
- » Less than 20% of respondents have not experienced receiving unwanted messages, and in general have not heard criticism for not fulfilling family duties or being called names other than their own.
- » There are awareness, prevention, and victim assistance mechanisms.
- » There is constant work to renovate and build the facilities necessary for the incorporation of female personnel.

Main barriers

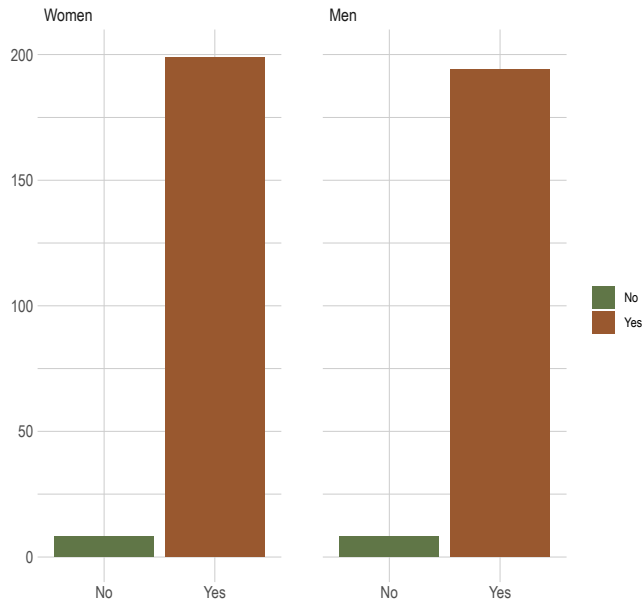
- » Approximately 77% of deployed personnel stated that domestic violence is not considered a violation of disciplinary codes, it is considered a good practice when 90% of personnel consider it a fault. To address this, it is recommended, to create and expand gender-based violence awareness policies for all and make them mandatory.
- » It is found that personnel make jokes about women (29%), physical appearance (46%), and sexual orientation (37%). These three stand out in contrast to the other jokes heard about (only relationships/ethnicity has a relatively high percentage: 28%). It is suggested to broaden and strengthen the capacity and scope of awareness campaigns on acceptable and unacceptable behavior, as well as to talk about consent.
- » Some 30% of men have a defensive attitude towards harassment, as they are worried about being denounced for this. This situation is being affected by the recent increase of women in the Armed Forces. Therefore, it is essential to have effective campaigns that inform about appropriate and inappropriate attitudes and behaviors within colleagues' relationships.
- » To work on awareness and co-responsibility to avoid affecting social interaction in the face of stereotypes that are still widely held in society.

Good practices

■ Personnel surveyed are aware of internal grievance mechanisms

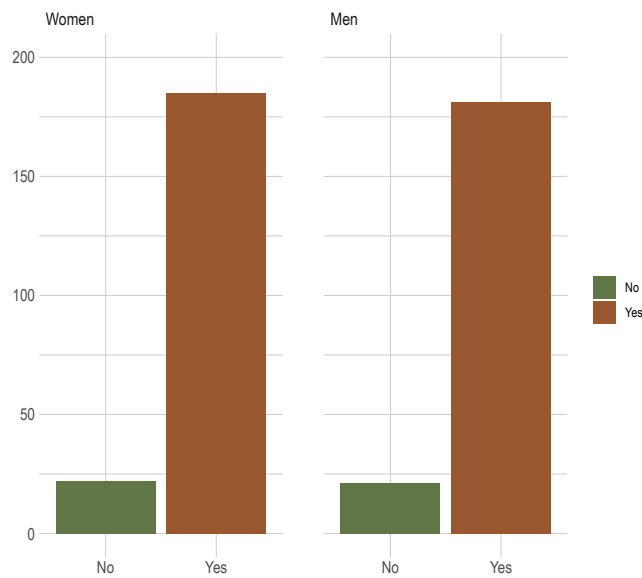
Approximately 96% of the personnel surveyed stated that they are aware of guidelines or regulations that establish whom they should contact if a colleague is harassing them. About 90% of respondents are aware of SEDENA's internal grievance system, which is integrated with the mechanisms of the Secretary of Civil Service.

Do you know whom to speak to in case of being harassed?



Box 51. Knowledge of whom to contact if harassed, by sex

Do you know about the internal complaints system within your organization?



Box 52. Knowledge of the internal grievance system, by sex

SEDENA's internal Human Rights General Directorate was identified as an institution to which personnel could bring their grievances. In addition, there is the military justice system, in which the Military Attorney General's Office investigates and prosecutes military crimes. Outside the institution, various mechanisms protect personnel. The people's defense is headed by the National Human Rights Commission. In addition, there is the military justice system, in which the Military Attorney General's Office investigates and prosecutes military crimes. Outside the institution, various mechanisms protect personnel. The defense of the people is headed by the National Human Rights Commission. There are also the National Defense Commissions within the Congress of the Union (Deputies and Senators).

GOOD PRACTICE BOX: Disciplinary board decisions are shielded

Internally, the disciplinary council's decision cannot be overturned by senior personnel because the civilian component is involved in the conflict between the parties. The resolutions always finish under constitutional and legal scrutiny of a civilian nature. This means that the resolutions can be challenged in jurisdictional instances, where a constitutional judge or magistrate can determine if the sanction imposed is correct, making it not definitive.

Less than 20% of the personnel have experienced harassment/violence

Personnel in the sample have not experienced receiving unwanted texts or messages. The same is repeated for personnel who have heard criticism for not fulfilling family duties (16%) and who have been called something other than their name (14%).

Box 53. Negative experiences during deployment

Experience	Total	Women	Men
None	72%	54.55%	76.92%
Unwanted messages	6%	18.18%	2.56%
Referring to someone by nicknames	16%	36.36%	10.26%
Criticism for not fulfilling family obligations	14%	9.09%	15.38%

There are recreational events at the institution

Approximately 96% of the surveyed personnel stated that there were various types of mixed recreational and sporting events, while 93% of the sample reported interacting with members of the security forces outside of work. Only 4% reported not knowing these activities. Among the positive bonding experiences, most of the personnel engaged in sports (79%) and training exercises (76%). Only 4% of the personnel stated that they were unaware of these types of integration activities. About 95% of the sample stated that joint training activities are mixed.

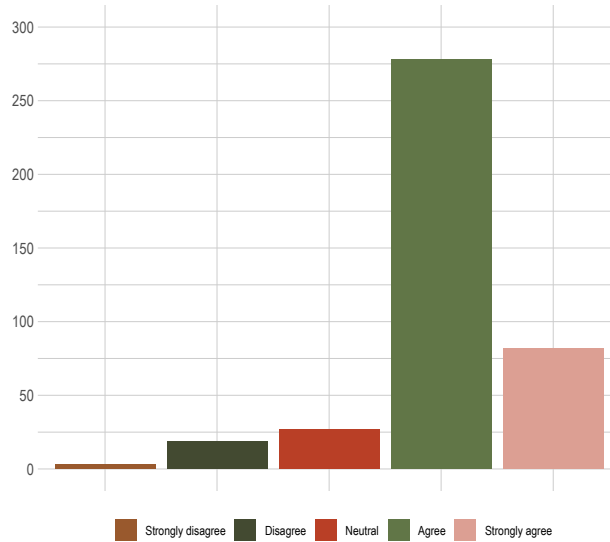
Box 54. Positive engagement experiences in the institution

Activity	Total	Women	Men
I didn't know about this type of integration activities	3.67%	4.83%	2.48%
Sports	79.22%	80.68%	77.72%
Formal mixed non-sports recreational activities (religious groups, choir, band)	26.41%	22.22%	30.69%
Extracurricular physical activities	33.25%	31.40%	35.15%
Training exercises	76.28%	74.40%	78.22%
Career programs	20.05%	19.81%	20.30%
Do not know	2.69%	3.86%	1.49%
Do not wish to answer	1.47%	0.97%	1.98%

Inclusiveness in the institution

Approximately 88% of the sample considers that they are a family inside SEDENA. Moreover, 60% of the respondents stated that they would “agree” or “totally agree” with the release of a call only for women and to increase female participation in UN Peace Operations.

We, in the institution, are more of a family than ordinary people



Box 55. Sense of family within the institution

GOOD PRACTICE BOX: LGBTQ+ Community participation in SEDENA

In SEDENA, people who identify as queer/non-binary, gay, lesbian, and transgender are allowed to serve in the military. By law, there is nothing that prevents the participation of the LGBTQ+ community in Mexico’s military. While there is no specific law, there are also no restrictive guidelines. In addition, in December 2021, the National Institute for Access to Information (INAI) instructed SEDENA “to make an exhaustive search and detail the procedure and costs to update the personal data in the military ID on the occasion of gender identity change.” Thus, the institution must inform the person about this right, regulations, and necessary documents to be able to ratify the personal data under the General Law for the Protection of Personal Data in Possession of Obligated Subjects. The above is complemented by the national legislation previously mentioned to combat sexual harassment.

Barriers



A whistleblower policy is not well known in the institution

Some personnel reported not knowing about an official whistleblower policy, as only 60% responded that they did, compared to 38% who said they did not know about this type of policy. The policy does exist in the institution and could be considered independent, since the complaint can be filed with the Center for Integral Attention and Treatment with a Gender Perspective, with the National Human Rights Commission, and internally there is an Office for Attention and Prevention of Sexual Harassment (since 2008) at SEDENA's General Directorate of Human Rights.

Domestic violence is not recognized as a direct behavior code violation within the institution

According to the survey data, 77% stated that domestic violence is considered a violation of disciplinary codes in the institution, while 22% stated that it is not considered as such. Although the percentage that considers it a violation of disciplinary codes is high, ideally this percentage should be above 90%. In Mexico, this issue is supervised by national regulations.¹ SEDENA's General Directorate of Human Rights has a program on gender violence.²

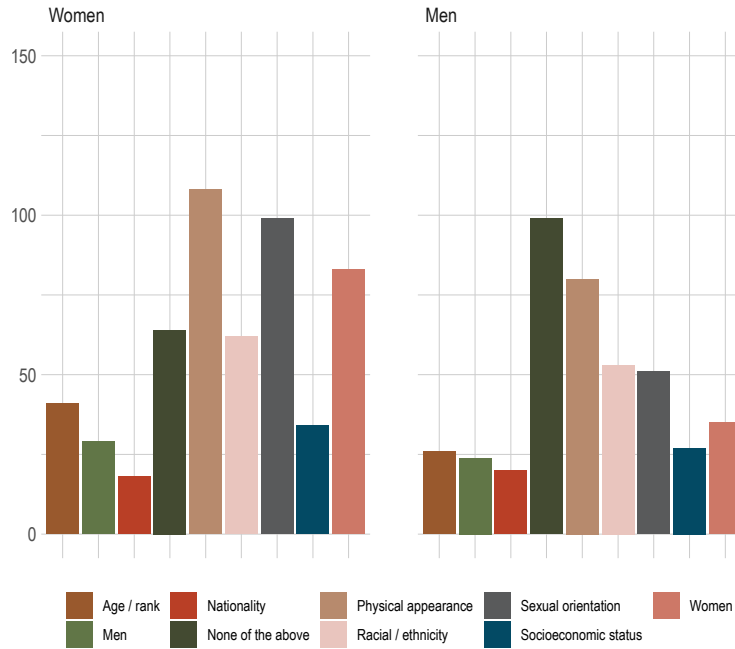
Jokes within the institution about sexual orientation and physical appearance are common

Survey data shows that the personnel tend to hear jokes to a greater extent about physical appearance (46%) and sexual orientation (37%), and jokes about women are heard less often (29%). Regarding women's responses, 52% have heard jokes about physical appearance, 48% about sexual orientation, and 40% about women. On the other hand, 49% of men reported not hearing jokes about any of these topics (49%), followed by hearing jokes about physical appearance (40%) and racial or ethnic jokes (26%).

¹ "Permanent Program for the Prevention and Comprehensive Attention to Family and Gender Violence," (SEDENA, s/f), http://www.sedena.gob.mx/pdf/der_hums/4_vio_fam_240710.pdf.

² "Human Rights Program in the Secretary of National Defense."

Have you ever experienced jokes about any of the following topics?



Box 56. Jokes within the institution, by sex

Box 57. Harassment perception at the institution

		Total	Women	Men
How concerned do you feel about being accused of sexual harassment?	Deeply concerned	10.51	7.73	13.37
	Concerned	9.78	9.18	10.40
	Not concerned	78.97	82.13	75.74
	Do not know	0.49	0.48	0.50
	Do not wish to answer	0.24	0.48	NA
Do you avoid socializing due to concerns about being accused of sexual harassment?	No	94.13	96.62	91.58
	Yes	5.62	3.38	7.92
	Do not know	0.24	NA	0.50

Men have a defensive attitude about harassment

About 24% of men reported being “concerned” or “deeply concerned” about being reported for sexual harassment. Meanwhile, 6% of the overall sample reported avoiding socializing due to a concern about being accused of sexual harassment. When looking at the responses of men, this percentage rises to 8%.

Box 58. Negative integration experiences within the institution

		Total	Women	Men
Recruits usually face these activities from other members of the institution.	I did not know about this type of integration activities	20.78%	20.77%	20.79%
	Punishment/Discipline	39.85%	38.16%	41.58%
	Sexual activity	1.47%	1.45%	1.49%
	Teasing/Mocking	21.52%	22.22%	20.79%
	Mocking women or recruits who act or dress like women	8.80%	9.18%	8.42%
	Mocking for homosexuality	12.47%	14.01%	10.89%
	Informal initiation or hazing rituals	15.16%	18.84%	11.39%
	Do not know	18.83%	16.91%	20.79%
	Do not wish to answer	10.02%	10.14%	9.90%
The activities mentioned above are:	Necessary because they build camaraderie/cohesion	30.81%	27.54%	34.16%
	Necessary because they put recruits in their place	5.13%	3.86%	6.44%
	Necessary because they eliminate weaknesses	13.69%	12.08%	15.35%
	Not serious because they are just fun games	2.69%	3.38%	1.98%
	Not necessary and sometimes they can be dangerous	17.11%	20.29%	13.86%
	Not necessary because they can belittle women	7.58%	7.25%	7.92%
	Not necessary because they can hurt people	18.58%	22.22%	14.85%
	None of the above	13.20%	13.04%	13.37%
	Do not wish to answer	9.05%	10.14%	7.92%
	Not Available	15.65%	14.98%	16.34%

Negative networking experiences are witnessed within the institution

Concerning the atmosphere within the institution, 40% of the surveyed sample stated that recruits face punishments or disciplinary actions from other members of the institution, followed by teasing or jokes (22%).

Box 59. Interaction between men and women

	How often do you socialize with colleagues of the opposite sex?			How often do you work with colleagues of the opposite sex?		
	Total	Women	Men	Total	Women	Men
At least once a month	9.78%	11.59%	7.92%	3.67%	0.48%	6.93%
Once a month	17.60%	20.77%	14.36%	3.42%	0.48%	6.44%
Every two weeks	4.89%	4.83%	4.95%	NA	NA	NA
Once a week	7.58%	7.73%	7.43%	1.47%	NA	2.97%
Few days a week	14.91%	10.14%	19.80%	4.16%	0.97%	7.43%
Everyday	41.56%	42.03%	41.09%	87.04%	98.07%	75.74%

Men and women do not interact as often

Some 56% of the personnel in the survey reported interacting with colleagues of the opposite sex every day or a few times a week. This is not necessarily true for work, as 91% of recruits work with colleagues of the opposite sex every day or a few times a week.

There is a strong male burden in the institution

Conversations about sex between colleagues appear to be a norm in the deployed personnel sample, with 34% of them stating that members of the Armed Forces brag to other colleagues about having sex. Finally, 31% of deployed personnel stated that members of the institution visit brothels when they are not on duty (40% stated they did not know).

Gaps in implementation and experience

The implementation gap found in this area refers to the official whistleblower policy and domestic violence as a disciplinary code violation. Regarding the experience gap, women and men responded differently about issuing a call for women only and increasing their participation in Peace Operations. Moreover, there were different responses regarding the experience of hearing jokes and concern about being accused of sexual harassment. Men and women also had different responses on how necessary negative activities are within the institution, the frequency of socializing with the opposite sex outside of work, and visits to brothels by members of the institution.



REFERENCES AND BIBLIOGRAPHY

- Benavente, M. C. *et al.* (2016). Manual de formación regional para la implementación de la resolución 1325 (2000). Comisión Económica para América Latina y el Caribe (CEPAL). Recuperado de https://repositorio.cepal.org/bitstream/handle/11362/40337/S1600802_es.pdf?sequence=4&isAllowed=y
- Canal del Congreso. (4 de diciembre de 2018). Personal femenino militar podrá modificar semanas de licencia de maternidad. Recuperado de https://www.canaldelcongreso.gob.mx/noticias/11501/Personal_femenino_militar_podr_modificar_semanas_de_licencia_de_maternidad
- CONAPRED. (18 de diciembre de 2008). SEDENA centro para niños con discapacidad. Recuperado de https://www.conapred.org.mx/index.php?contenido=noticias&id=2383&id_opcion=
- CONAPRED. (2020). Informe anual de actividades y ejercicio presupuestal 2020. Secretaría de Gobernación y CONAPRED. <https://www.conapred.org.mx/userfiles/files/InformeAnual2020.pdf>
- Egnell, R. (2016). Gender Perspectives and Military Effectiveness: Implementing UNSCR 1325 and the National Action Plan on Women, Peace, and Security. *Prism: A Journal of the Center for Complex Operations* 6(1): 73-89.
- Fuerzas Armadas se incorporan a Cascos Azules. (2020). *El Universal*. Recuperado de <https://www.youtube.com/watch?v=WM7lr-mH-6d2c>
- Glosario de género. (2007). Instituto Nacional de las Mujeres. http://cedoc.inmujeres.gob.mx/documentos_download/100904.pdf
- Gobierno de la República. (2013). Plan Nacional de Desarrollo 2013-2018. *Diario Oficial de la Federación*.
- Gobierno de la República. (2019). Plan Nacional de Desarrollo 2019-2024. *Diario Oficial de la Federación*.
- INEGI (18 de agosto de 2017). Encuesta Nacional sobre la Dinámica de las Relaciones en los Hogares (ENDIREH) 2016. Presentación de resultados. Recuperado de http://internet.contenidos.inegi.org.mx/contenidos/productos/prod_serv/contenidos/espanol/bvinegi/productos/nueva_estruc/promo/endireh2016_presentacion_ejecutiva.pdf

- INMUJERES (3 de junio de 2019). Informe Nacional Exhaustivo de México en cumplimiento de la Plataforma de Acción de Beijing.
- INMUJERES (agosto de 2019). Las mujeres en el trabajo de cuidados de las niñas y los niños. Boletín Desigualdad en Cifras. Recuperado de http://cedoc.inmujeres.gob.mx/documentos_download/BA5N08.pdf
- INMUJERES (diciembre de 2013). El trabajo de cuidados ¿responsabilidad compartida?
- INMUJERES (marzo de 2022). Las mujeres y los cuidados. *Boletín Desigualdad en Cifras*. Recuperado de http://cedoc.inmujeres.gob.mx/documentos_download/BA8N03.pdf
- January 2022 Monthly Forecast. (28 de diciembre de 2021). Women, Peace, and Security: Open Debate on Protecting Women's Participation. *Security Council Report*. Recuperado de <https://www.securitycouncilreport.org/monthly-forecast/2022-01/women-peace-and-security-open-debate-on-protecting-womens-participation.php>
- Karim, S. (2020) La metodología MOWIP: Evaluación de las oportunidades para las mujeres en las operaciones de paz. DCAF, Universidad de Cornell y La Iniciativa Elsie. https://www.dcaf.ch/sites/default/files/publications/documents/Metodologia_MOWIP_ES_2.pdf
- Ley del Instituto de Seguridad Social para las Fuerzas Armadas Mexicanas. (2019a). Capítulo sexto: Servicio médico integral. Diario Oficial de la Federación, 78, 7 de mayo de 2019.
- Ley del Instituto de Seguridad Social para las Fuerzas Armadas Mexicanas. (2019b). Capítulo segundo: Retiro, compensación y muerte del militar. Diario Oficial de la Federación, 78, 7 de mayo de 2019.
- Ley General para la Igualdad entre Mujeres y Hombres. (2021). *Diario Oficial de la Federación*. <https://www.diputados.gob.mx/LeyesBiblio/pdf/LGIMH.pdf>
- Ley Orgánica del Ejército y Fuerza Aérea Mexicanos. (2021a). De las vacaciones. *Diario Oficial de la Federación*, 52, 22 de noviembre de 2021.
- Ley Orgánica del Ejército y Fuerza Aérea Mexicanos. (2021b). De las licencias. *Diario Oficial de la Federación*, 52, 22 de noviembre de 2021.

- México manda los primeros cascos azules para operaciones de paz. (14 de marzo de 2015). *Excélsior*. Recuperado de <https://www.excelsior.com.mx/nacional/2015/03/14/1013331>
- Misión Permanente de México ante las Naciones Unidas. (23 de septiembre de 2021). Intervención del canciller Marcelo Ebrard en el debate general del 76° periodo de sesiones de la Asamblea General. Discurso. Asamblea General de las Naciones Unidas.
- Mujeres a las armas en el Heroico Colegio Militar. (16 de noviembre de 2021). *Excélsior*. Recuperado de <https://www.excelsior.com.mx/nacional/mujeres-a-las-armas-en-el-heroico-colegio-militar/1482938>
- ONU Mujeres. (s. f.). Conferencias mundiales sobre la mujer. Recuperado de <https://www.unwomen.org/es/how-we-work/intergovernmental-support/world-conferences-on-women>
- Organización de las Naciones Unidas. (2020a). Mujeres en las operaciones de mantenimiento de la paz. Recuperado de <https://peacekeeping.un.org/es/women-peacekeeping>
- Organización de las Naciones Unidas. (2020b). Reporte de género. Recuperado de https://peacekeeping.un.org/sites/default/files/07_gender_december_2020_33.pdf
- Organización de las Naciones Unidas. (2022). Uniformed Personnel Contributing Countries by Ranking. Recuperado de https://peacekeeping.un.org/sites/default/files/02_country_ranking_47_feb_2022.pdf
- Plan Nacional de Acción para el seguimiento de la Resolución 1325 (2000) del Consejo de Seguridad sobre «Mujeres, Paz y Seguridad». (enero de 2021). México: Secretaría de Relaciones Exteriores, Secretaría de la Defensa Nacional, Secretaría de Marina, Secretaría de Seguridad y Protección Ciudadana, Instituto Nacional de las Mujeres. Recuperado de https://www.gob.mx/cms/uploads/attachment/file/604428/PNA_1325_Plan_Nacional_de_Accion_Mexico_ver_espaol.pdf
- Plan Nacional de Desarrollo 2019-2024. (2019). *Diario Oficial de la Federación*.
- Privilegio, servir como una agente de paz de la ONU. (8 de marzo de 2020). *El Universal*. Recuperado de <https://www.eluniversal.com>

com.mx/nacion/privilegio-servir-como-una-agente-de-paz-de-la-onu

Real Instituto Elcano. (2020). Mujeres, paz y seguridad: 20 años de la 1325. Recuperado de <https://especiales.realinstitutoelcano.org/mujeres-paz-seguridad/>

Renueva México personal en operaciones de paz. (31 de diciembre de 2016). *La Jornada*. Recuperado de <https://www.jornada.com.mx/2016/12/31/politica/010n2pol>

Secretaría de Gobernación y CONAPRED. (2020). Informe Anual de Actividades y Ejercicio Presupuestal 2020. <https://www.conapred.org.mx/userfiles/files/InformeAnual2020.pdf>

Secretaría de la Función Pública. (2020). Protocolo para la prevención, atención y sanción del hostigamiento sexual y acoso sexual. <http://cerotolerancia.inmujeres.gob.mx/docs/protocolo.pdf>

Secretaría de Relaciones Exteriores. (29 de mayo de 2021). Las operaciones de la paz de la ONU: el camino hacia la paz duradera. Recuperado de https://www.gob.mx/cms/uploads/attachment/file/642489/NI-Operaciones_de_la_paz_ONU.pdf

SEDENA (2012a). Memoria documental de la Subsecretaría de la Defensa Nacional.

SEDENA (2012b). Transversalización de la perspectiva de género en el Ejército y la Fuerza Aérea mexicanos. Memoria documental. http://transparencia.sedena.gob.mx/pdf/Memorias_doc/SDN-MD-08.pdf

SEDENA (2019). Pronunciamiento: «Cero tolerancia de las conductas de hostigamiento y acoso sexual». www.gob.mx/cms/uploads/attachment/file/456848/PRONUNCIAMIENTO_CERO_TOLERANCIA_GENERAL_SANDOVAL.pdf

SEDENA (2020a). Convocatoria con Perspectiva de Género de la Secretaría de la Defensa Nacional: Soldado Policía Militar (asignada a la Guardia Nacional). https://www.gob.mx/cms/uploads/attachment/file/540350/CONVOCATORIA_POL_MIL.pdf

SEDENA (2020b). Convocatoria con Perspectiva de Género de la Secretaría de la Defensa Nacional: Subteniente Auxiliar Médico Cirujano.

- SEDENA (2020c). Decreto por el que se aprueba el Programa Sectorial de Defensa Nacional 2020-2024. Objetivos prioritarios. *Diario Oficial de la Federación*.
- SEDENA (2021a). Convocatoria Admisión General 2021, Dirección General de Educación Militar y Rectoría de la UDEFA. https://www.gob.mx/cms/uploads/attachment/file/605104/CONV_ADMISSION_GRAL_2021_AUTORIZADA_10_ENE_2021.pdf
- SEDENA (2021b). Convocatoria con Perspectiva de Género de la Secretaría de la Defensa Nacional: Soldado Policía Militar (asignada a la Guardia Nacional). https://www.gob.mx/cms/uploads/attachment/file/620362/CONVOCATORIA_PM_5_MAR_2021_.pdf
- SEDENA (2021c). Convocatoria con Perspectiva de Género de la Secretaría de la Defensa Nacional: Subteniente Auxiliar Médico Cirujano.
- SEDENA (2021d). Programa de Derechos Humanos en la Secretaría de la Defensa Nacional. https://www.gob.mx/cms/uploads/attachment/file/637593/PROGRAMA_DD.HH.2021.pdf
- SEDENA (2022a). Centro de Entrenamiento Conjunto de Operaciones de Paz (CECOPAM). Recuperado de <http://www.gob.mx/sedena/articulos/centro-de-entrenamiento-conjunto-de-operaciones-de-paz-cecopam?idiom=es>
- SEDENA (2022b). Convocatoria Admisión General al Sistema Educativo Militar 2022, Dirección General de Educación Militar y Rectoría de la UDEFA. https://www.gob.mx/cms/uploads/attachment/file/693668/CONVOCATORIA_APARTADO_B_2022_SISTEMA_EDUCATIVO_MILITAR.pdf
- SEDENA (2022c). Las mujeres en el Ejército y Fuerza Aérea mexicanos. Recuperado de <http://www.gob.mx/sedena/acciones-y-programas/las-mujeres-en-el-ejercito-y-fuerza-aerea-mexicanos>
- SEDENA (s. f. a). Centro de Rehabilitación Infantil (C. R. I.) <https://www.gob.mx/cms/uploads/attachment/file/825/CRI.pdf>
- SEDENA (s. f. b). Programa Sectorial de Defensa Nacional 2020-2024. Avance y resultados 2020. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.gob.mx/cms/uploads/attachment/file/659313/07_PS_AyR20.pdf

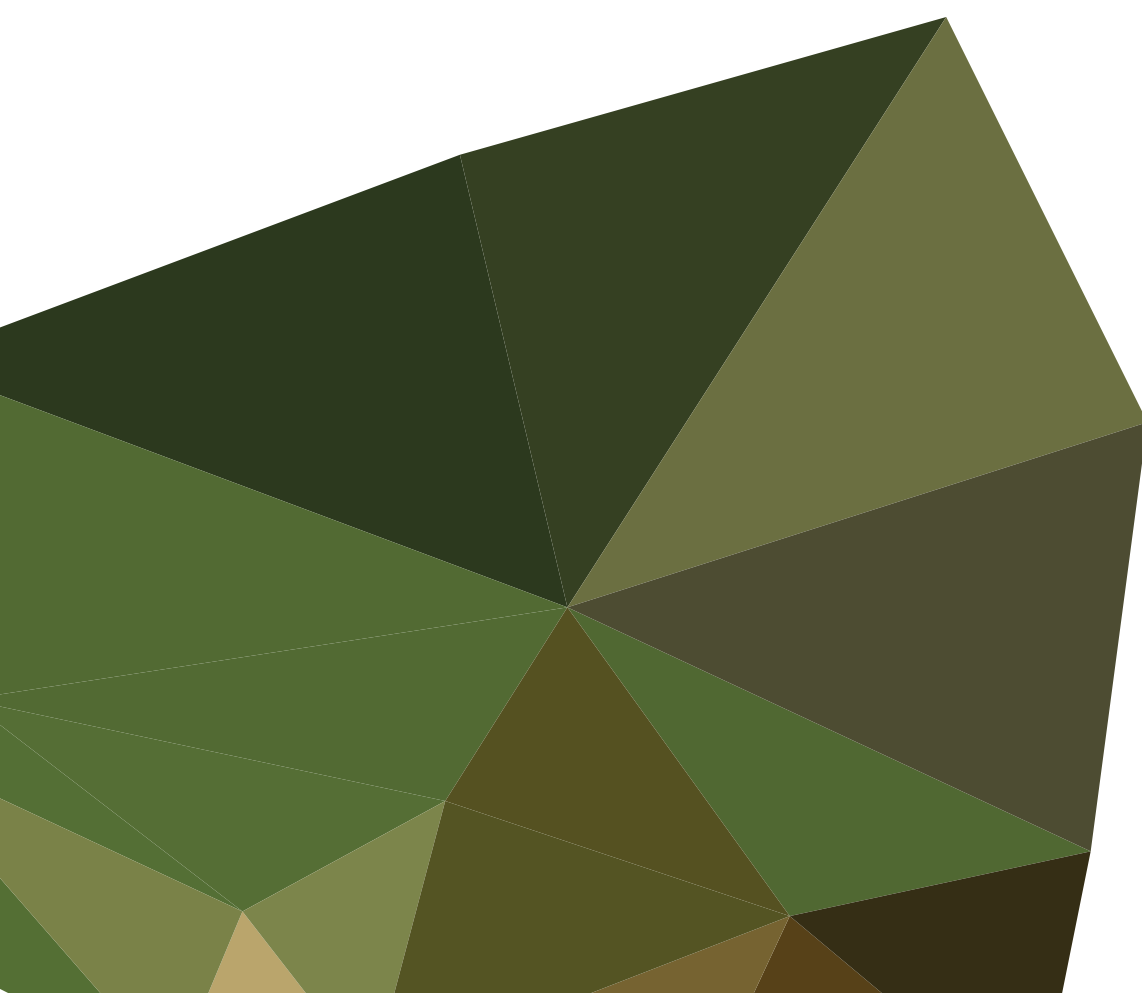
SEDENA (s. f. c). Programas en Materia de Equidad de Género. http://www.sedena.gob.mx/pdf/der_hums/3_pers_gene_240710.pdf

SEDENA (s. f. d). Programa Permanente de Prevención y Atención Integral de Violencia Familiar y de Género. Recuperado de http://www.sedena.gob.mx/pdf/der_hums/4_vio_fam_240710.pdf

SEDENA informará procedimiento en cartilla militar por cambio de identidad de género. (5 de junio de 2022). Proceso. Recuperado de <https://www.proceso.com.mx/nacional/2021/12/12/sedena-informara-procedimiento-en-cartilla-militar-por-cambio-de-identidad-de-genero-277362.html>

Senado de la República (28 de marzo de 2019). Fortalecen licencia de maternidad para personal militar femenino. Recuperado de <http://comunicacion.senado.gob.mx/index.php/informacion/boletines/44312-fortalecen-licencia-de-maternidad-para-personal-militar-femenino.html>

SRE (2022). Embajadas de México. <https://portales.sre.gob.mx/directorio/index.php/embajadas-de-mexico-en-el-exterior>



Universidad de las Américas Puebla

Cecilia Anaya Berrios
Interim President

Martín Alejandro Serrano Meneses
Dean of Research & Graduate Studies

Israel Cedillo Lazcano
Manager of Research & Graduate Studies

Juan Antonio Le Clercq Ortega
Dean of the School of Social Sciences

Lorena Martínez Gómez
**Managing Director of Planning
and University Relations**

Rosa Quintanilla Martínez
Chief of Publishing

Angélica González Flores
Guillermo Pelayo Olmos
Editorial Design

Andrea Garza Carbajal
Rodrigo Walls Calatayud
Proofreading

**Secretary of National
Defense Mexico: MOWIP
Report 2021**

was prepared on March 2023 for its online publishing
by the Publications Department of the
Universidad de las Américas Puebla.

The Source Brygada 1918 and Clear Sans families were
used for typographic composition.

Free PDF version.

