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**ABORDAGEM DO GÉNERO NAS GENDARMERIES: A GUARDA
NACIONAL REPUBLICANA**

**GENDER APPROACH IN THE GENDARMERIES: THE GUARDA
NACIONAL REPUBLICANA**

**O TEXTO CORRESPONDE A TRABALHO FEITO DURANTE A
FREQUÊNCIA DO CURSO NO IUM SENDO DA RESPONSABILIDADE DO
SEU AUTOR, NÃO CONSTITUINDO ASSIM DOUTRINA OFICIAL DAS
FORÇAS ARMADAS PORTUGUESAS OU DA GUARDA NACIONAL
REPUBLICANA.**

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**Abordagem do género nas *gendarmeries*: a Guarda Nacional
Republicana**

Gender approach in the gendarmeries: the Guarda Nacional Republicana

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Tese de Doutoramento em Ciências Militares

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Pedrouços, 25 de fevereiro de 2026

Luís Malheiro

Major



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Resumo

Esta tese pretende identificar os aspetos cruciais para promover a igualdade de género na Guarda Nacional Republicana (GNR). O estudo utiliza abordagens qualitativas com algumas componentes quantitativas – abordagem mista para fomentar a fiabilidade – realizando entrevistas semiestruturadas a atores chave da GNR e da Força de Gendarmaria Europeia (EGF), além de inquéritos aplicados a cadetes na Academia Militar.

A tese é composta por cinco artigos que apresentam perspetivas sobre o tema central. Um dos artigos foca-se na implementação da agenda Mulheres, Paz e Segurança na EGF, destacando os progressos e obstáculos na promoção da igualdade de género. Outro artigo explora as perspetivas de género entre os cadetes da Academia Militar, contrastando as visões dos cadetes de GNR e do Exército e, revelando os desafios que as mulheres enfrentam em cargos de responsabilidade. O terceiro artigo analisa programas destinados a melhorar a equidade e a inclusão em escolas e academias na União Europeia, sublinhando a importância da colaboração e dos ajustamentos das políticas de género. Um dos artigos inclui uma revisão abrangente da literatura viés de género na aprendizagem da máquina, especificamente na área da segurança e, explora o modo como tais preconceitos afetam a paridade de género. O quinto artigo explora como a representação equitativa de géneros pode melhorar a eficácia das operações da GNR, resultando em benefícios para a sociedade e para a instituição.

As conclusões do estudo sugerem que a promoção da igualdade de género na GNR depende de fatores como o envolvimento de liderança e a implementação de políticas institucionais abrangentes, com medidas de execução ativas para abordar os preconceitos de forma eficaz, através de programas de formação direcionados, ao mesmo tempo que se fazem ajustes operacionais para garantir atribuições de funções de forma exclusivamente meritocrática e utilizando processos eficientes de monitorização e avaliação para acompanhar o progresso e refinar estratégias conforme necessário.

Palavras-chave: Igualdade de Género; Forças de Segurança; Agenda Mulheres, Paz e Segurança; Guarda Nacional Republicana; Integração de Género.



Abstract

This thesis delves into an inquiry: which aspects are crucial in promoting gender equality within the Guarda Nacional Republicana (GNR)? The study employs qualitative approaches with some quantitative components - for thoroughness's sake - conducting semi-formal interviews with influential figures in both the GNR and the European Gendarmerie Force (EGF) and surveys given to Military Academy cadets.

The thesis is organized into five articles presenting central theme viewpoints. One article focuses on how the Women, Peace, and Security (WPS) agenda is implemented within the EGF, showcasing advancements and obstacles in advancing gender equality. Another article delves into gender perspectives among cadets at the Portuguese Military Academy, contrasting the views of Gendarmerie and Army cadets and revealing women's challenges in positions. The third article explores programs to improve fairness and inclusivity in schools and academies in the EU by highlighting the significance of working together and changing gender policies. The article comprehensively reviews existing literature on gender discrimination in machine learning, specifically in the safety field, and how these biases impact gender parity. It also calls for algorithms that consider gender differences. The fifth article explores how equal gender representation can enhance the effectiveness of GNR operations and benefit society and organizations.

The study findings suggest that promoting gender equality in the GNR is dependent upon factors such as dedicated leadership and the implementation of comprehensive institutional policies with active enforcement measures in place to address biases effectively through targeted training programs while making operational adjustments to ensure fair role assignments based solely meritocratically and employing efficient monitoring and evaluation processes, for tracking progress and refining strategies as needed.

Keywords: *Gender Equality; Security Forces; Women, Peace, and Security Agenda
Guarda Nacional Republicana; Gender Integration.*



List of initials and acronyms

AAVV - Association of National Defense Course Auditors

AM - Military Academy

BANI – Brittle, Anxious, Non-Linear, and Incomprehensible

CEDAW - Convention on the Elimination of All Forms of Discrimination Against Women

CIG - Commission for Citizenship and Gender Equality

CNAP - National Council of the Women, Peace and Security Agenda

CP - Penal Code

CPC - Civil Procedure Code

CRP - Constitution of the Portuguese Republic

CSDP - Common Security and Defence Policy

DGRDN - Directorate-General for National Defense Resources

EGF - European Gendarmerie Force

EMGFA - General Staff of the Armed Forces

ESDC - European Security and Defense College

EU - European Union

EUROGENDFOR - European Gendarmerie Force

FA - Armed Forces

GEP - Policy Strategy Office

GNR - Guarda Nacional Republicana

IDN - National Defense Institute

IESM - Higher Institute of Military Studies

IGC - Interministerial Gender Committee

IUM - Instituto Universitário Militar

MAI - Ministry of Internal Administration

NAP - National Action Plans

NATO - North Atlantic Treaty Organization

TO - Theater of Operations

UN - United Nations Organization

UNSC - United Nations Security Council

WPS - Women, Peace, and Security



1. Introduction

1.1 Statement of the topic

The fifth United Nations Sustainable Development Goal (2023) prioritizes gender equality across all dimensions of society.

Following this significant global goal, it has been crucial for all political, civil, and military decision-makers who aim to transform organizations to make them more equitable to strengthen gender equality and implement the Women, Peace, and Security (WPS) agenda (Carreiras, Silva, & Malheiro, 2021).

This topic is particularly relevant for national and international security forces, as they have not yet achieved the break-even point in implementing this agenda. This minimum threshold can only be reached through sustained and continuous efforts to positively influence the agenda's implementation variables (Bessa & Malheiro, 2020).

Thus, recognizing that public policy measures and institutional decisions do not translate, as desired, into immediate changes but that their conception and existence are crucial for the implementation and consolidation of a given agenda (Davies & True, 2019), this research focuses on the topic: *Gender Approach in the Gendarmeries: the Guarda Nacional Republicana*.

1.2 Justification of the topic

Equality, as a constitutional principle, has been enshrined in the Constitution of the Portuguese Republic since 1976 (Article 13). The principle of equality, besides being embedded in the most essential national legislative instrument, has also been considered in many subsequent public policies, all of which carry the objective of fostering and consolidating equal opportunities and rights between men and women (*e.g.*, the Resolution of the Council of Ministers No. 61/2018, of May 21).

Institutions are not immune to these dynamics, and it has been observed that the strategy of the Guarda Nacional Republicana (GNR) presents a fundamental guideline (GNR, 2020) linked to the enhancement of the implementation of the WPS agenda and the disproportionate impact conflicts have on women and children.

In this context, considering previous research experiences (Malheiro, 2020; Bessa & Malheiro, 2020; Carreiras, Silva, & Malheiro, 2021; Malheiro et al., 2022) and recognizing the relevance, timeliness, and centrality of the topic in organizations involved in security production, the present study topic was selected.



1.3 Identification of context

Military sciences were established with the publication of Decree-Law No. 249/2015 on October 28, affirming itself as a body of multidisciplinary knowledge that aims to contribute to developing methodologies and processes that generate added value for security and defense.

This beacon of military sciences, with its primary study object of matters linked to the *King's last resort* (e.g., war, strategy, and power), necessitates that the foundation for any research in this field be connected to the study of the origins and dynamics of international rivalries between states (Diehl & Goertz, 2000). However, given the evolution of conflict and the selected theme, the most useful broad-spectrum explanatory theories are feminist theories of International Relations.

Proponents of this approach suggest that traditional International Relations thought tends to overlook the importance of gender in power relations between states, as well as the relevance of social constructions of gender in explaining inequalities in all spheres of life (Grieco, Ikenberry, & Mastanduno, 2015).

Since 1990, the feminist tradition has sought to introduce gender as an empirically relevant issue to understand power relations, focusing mainly on realist theory and its ideas about states, war, and power politics, seeking to break the powerful link between men, states, and war, extensively highlighted in works such as *Man, the State, and War* (Waltz, 2001).

Feminist theory is often divided into three main streams (Burchill *et al.*, 2005): empirical feminism (which studies gender as a dimension of International Relations), analytical feminism (which uses the theoretical category of gender to demonstrate gender bias in International Relations concepts and its consequences); and normative feminism (which reflects on the theorization process as part of a normative agenda for social and political change). It is precisely in this last theoretical division (normative feminism) that the foundations for viewing gender as a transformative category lie and for the necessity of investigating it to understand how it can be mobilized in the shift toward more just and equal societies (Berman, 2003).

Thus, within the context of the Philosophy Doctor (PhD) in Military Sciences, this study intends to contribute to the advancement of knowledge in the areas of security and defense while simultaneously creating value in institutions within the security spectrum (including the GNR), as well as in *Academia*, and among significant actors for the analysis, design, and implementation of public policies in this area



Therefore, this research is positioned within Military Sciences, specifically in Domain 1: Core Elements of Military Sciences, Research Area 1.4: Human Behavior in Military Context, and Research Subarea 1.4.3: Military Sociology. Additionally, it appears that it may also merit providing elements to Domain 2: Complementary Elements of Military Sciences, Research Area 2.1: Management Sciences, Research Subarea 2.1.4: Decision Support (Research and Development Center of the Military University Institute [CIDIUM], 2021).

The study delimits its content to the gender analysis in gendarmeries that comprise the European Gendarmerie Force (EGF),¹ focusing on the GNR. The temporal scope spans the last ten years (2014 to 2024), although elements from earlier years, particularly since the EGF's initial interventions in 2007, are occasionally included. Concerning space, the research focuses on security institutions in Europe, with particular emphasis on the national case of the GNR as a founding member of the EGF.

1.4 Conceptual framework

Couto's research (2023, p. 13) identified that security is "a permanent issue" and "a problem that is never resolved." While not disagreeing with this view, it is understood that it can only serve as a starting point for seeking the best and most comprehensive solutions to security challenges.

The search for such solutions implies that no actor should be neglected, and a prioritization for action should be established based on criteria such as the severity/impact that the absence of security entails. The densification of such criteria reveals a disproportionate effect of conflicts on women and men, with women being more affected (Plümper & Neumayer, 2006).

Deepening this argument, evidence can be found that there is a relationship between gender and conflictuality, highlighting the importance of approaches that include gender equality in peace mediation processes (Cockburn, 2010). Melander (2005) demonstrated that more egalitarian societies, measured by female representation in parliaments and the proportion of higher education completion between women and men, are associated with lower levels of conflictuality. The data also suggest a robust and positive relationship

¹ In 2004, efforts were undertaken by five Security Forces: the Gendarmerie Nationale, the Carabinieri, the Guardia Civil, the Koninklijke Marechaussee, and the Guardia Nacional Republicana to create the EGF (Davidova, 2021). The EGF aims to be a privileged actor for crisis management missions within the framework of the Petersberg Declaration of both military and civilian character, primarily at the disposal of the European Union (Esteves, 2017).



between women's physical security and the state's security and tranquillity (Hudson, Caprioli, Ballif-Spanvill, McDermott, & Emmett, 2009).

Additionally, there are examples of the centrality that gender equality movements have had in achieving peace agreements, such as the positive results that women's rights organizations accomplished in Colombia with peace negotiations with the Revolutionary Armed Forces (FARC) and the contract signed in 2016 in Cartagena (Ruiz & Céspedes-Báez, 2018).

Returning to the context and conceptual basis of the present work, the feminist theory of International Relations, we find elements of how feminist approaches can challenge forms and structures of power (True, 2010). These elements range from pioneering investigations on the importance of gender issues in the theories and practices of international politics (Tickner, 2001) to more recent studies with critical analyses of violence and peacebuilding, using the lenses of gender issues to develop a feminist theory of war (Sjoberg, 2021).

In this context, United Nations Security Council Resolution No. 1325/2000, of October 31 (UNSC, 2000), promoted the advent of the agenda that has guided thinking on gender in global security institutions, the Women, Peace, and Security agenda. Given that, the initial efforts to achieve peace and justice were criticized for not addressing sexual and gender-based violence and for neglecting the specific interests and needs of women. The agenda emerged as a response to these concerns, establishing the structures and commitments to integrate women and gender issues into peacebuilding and justice mechanisms (O'Reilly, 2016).

The agenda, was refined by the nine resolutions that followed until July 2024, has provided women with new platforms and opportunities to drive change; the roles they play have changed and expanded as they participate in struggles and take on more responsibilities, becoming more active, more peace advocates, and long-term change agents in their societies (Arostegui, 2013). In this regard, the contributions of peacekeeping missions to women's empowerment are noteworthy. Still, they also highlight the fragility of these contributions not being sustainable, as the gains are often lost when the mission ends (Blanton, Peksen, & Blanton, 2023).

Thus, despite the advances made with international WPS structures and other international commitments to involve women in peacebuilding, limitations persist in the implementation of the agenda and the (sustainable) achievement of its initial goals, from



operational aspects of the agenda to limitations in adaptations to the contexts where it is adopted (Olsson & Gizelis, 2015).

One of the first global studies on the challenges of implementing the agenda (United Nations, 2015) highlighted the inertia of leadership and the lack of human and material resources, as well as limitations in the design of national action plans (NAP) and/or other institutional strategies to implement the agenda. Five years later, with the celebration of the agenda's twentieth anniversary, similar conclusions were emphasized, with new issues emerging: limitations in data collection, lack of support from civil society, and the need to expand the agenda to cover new areas of security threat, particularly the obstacles that hinder the empowerment of women in all sectors (Newby & O'Malley, 2021).

Portugal has made international commitments to implement the agenda and has promulgated three NAPs with the Resolutions of the Council of Ministers No. 71/2009, of August 25; No. 50/2014, of August 26; and No. 33/2019, of February 15. In this context of national involvement with supranational dynamics, the need to verify whether national institutions are immune to the shortcomings in implementing the agenda abroad becomes evident.

Looking at the Global Gender Gap Report 2023 (World Economic Forum, 2023), we find that Portugal ranks eighteenth in Europe and thirty-second globally, with a score of 0.765, where Iceland occupies the top position with a score of 0.912, with a maximum scale of 1. Although these results do not suggest that Portugal is the worst country globally, it is reasonable to underline the need to deepen the analysis to understand the path ahead of equality.

One of the most recent evaluations, conducted globally, of a measure designed and implemented at the national level concerns the examination of the second NAP, which was in force until 2018. This analysis revealed difficulties (External evaluation team of the second plan, 2018, p. 70): "a not very holistic approach to security; the theme being unknown and associated with war contexts; little assimilation of the theme in the intervention of ministries; little assimilation of the theme by civil society; coordination by a single entity; absence of a specific budget associated with the second plan; institutional and political changes; and a very comprehensive plan, with many areas and measures sometimes unclear, lacking targets and a schedule." This evaluation contributed to the design of the third plan, particularly intending to make it more measurable, with indicators, targets, schedules, and a Technical Monitoring Commission. However, the first interim evaluation published by the



Commission for Citizenship and Gender Equality (CIG, 2020, p. 4) again highlighted a weakness: "The preparation of this report encountered some difficulties in obtaining information on some indicators."

Thus, it is evident that while strengthening gender equality, particularly the WPS agenda, has been recognized as crucial for all leaders who aspire to change organizations, there is still a long way to go for security institutions (Carreiras, Silva, & Malheiro, 2022). This path seems exceptionally long and critical for gendarmerie-type forces — police forces that follow the French gendarmerie model with a military nature, as is the case with the GNR in Portugal (Bessa & Malheiro, 2020).

In this context, it becomes clear that existing research helps explain the centrality of the WPS agenda, the motivations for its scheduling, and the spread of the agenda to 109 countries, with NAPs and implementation strategies at the European level and in organizations related to security (Davies & True, 2019). Still, explanations for the different institutional positions are minimal.

Firstly, explanations for why the feminization rate of the Armed Forces (13%) is higher than that of the Security Forces (9% in the GNR and 10% in the Polícia de Segurança Pública), especially since the Polícia de Segurança Pública (PSP) was a pioneer in removing barriers to women's entry (Minister's Office of Internal Administration, 2021). There are also not many clues as to why the feminization rate is decreasing in the Armed Forces, from 14.4% in 2009 to 13% in 2019 (Directorate-General for National Defense Resources, 2020), despite the publication of three NAPs, or why institutions without any internal plan to promote the agenda managed to achieve high feminization rates - *e.g.* Serviço de Estrangeiros e Fronteiras (SEF), discontinued at the end of 2023, with a feminization rate of 44% (Bessa & Malheiro, 2020).

1.5 The object of the research

Against the backdrop of the previous context, the research question emerges: *What factors should be included in an approach to foster gender equality within the Guarda Nacional Republicana?*

Some studies focused on the limitations of the implementation of the agenda (Malheiro, *et al.*, 2022) within security institutions highlight the importance of addressing elements such as the inclusion of gender equality in internal documents and leadership objectives, the establishment of rules that promote respect for women in the workplace; the



need to budget with a gender perspective; the centrality of fostering equality in training and strategic planning; and the relevance of designing plans for the adoption of the agenda.

Other research more focused on the Guarda Nacional Republicana (Meireles, 2018; Malheiro, 2020) emphasizes that the lack of recruitment challenges fosters institutional inertia in attracting more women and that it would be relevant to have human resources dedicated exclusively to this area, integrated within a structure directly reporting to top leadership, as is the case in the Spanish Guardia Civil.

The search for answers in other contexts regarding the limitations that police institutions present in gender equality reveals that training may not be fulfilling its purpose of changing behaviors, and monitoring mechanisms are non-existent (Caparini, 2019).

The centrality of the debate on strengthening gender equality, including in police institutions, is based on what Olsson and Sundström (2013) termed the imperative to put the foundational values of the European Union (EU) into practice, leading by example and with coherence in internal/external policy.

The suggestions from the Council of the European Union (2019) and the Committee on Women's Rights and Gender Equality (2022) highlight the significant potential of gender equality to reduce discrimination and gender-based violence within security institutions, making it crucial to develop comprehensive and inclusive approaches. Similarly, the guiding instrument of the EU's external action urges the integration of gender equality in all Union actions beyond policy documents, including through interventions by gendarmeries (European External Action Service, 2023).

Looking at the EGF, it is evident that the apparent success of its creation and the ability to deploy it within a short time frame were due to the cumulative experience of the various gendarmeries in global peace efforts, but it also reveals the replication of institutional limitations, as the EGF lacks structures dedicated to the integration of the gender perspective (Cortinhas, 2016).

However, these investigations are insufficient to explain how to achieve the goal of gender equality (empowering different people equally). The search for more substantiated answers requires first considering the gender perspective (a way of seeing, analyzing, and considering gender differences when observing any social, political, or process phenomenon), then conducting a gender analysis (a critical examination of how differences in roles, activities, needs, opportunities, and rights/rights of gender affect men and women



in specific situations or contexts), and finally attempting to integrate the topic of equality into any proposed program, policy, or organization (United Nations, 2023a).

Table 1 aims to synthesize everything that has been expanded upon regarding what is known and can be considered consolidated in this field and the perspectives that deserve further exploration, given that the current answers are not entirely satisfactory.

Table 1 - Established knowledge and incomplete approaches

The literature explains	What perspectives exist for development
Some reasons for the agenda continuing to fall short of its initial goal are: - Lack of funding - Lack of commitment from actors - Difficulty in measuring impacts - Absence of targets	Different levels of agenda implementation in the institutional field: - Armed Forces / Security Forces - PSP was a pioneer in removing barriers - The case of the gendarmeries: the position of the GNR, the non-integration of the gender perspective in operations, reputational risks, EGF without dedicated structures.
Motivations for scheduling	Limitations of evaluations: - Bureaucratic and routine
The spread of the agenda to 109 countries and organizations (EU and NATO)	Insufficiency of measures/design of measures: - 3 NAPs and the feminization rate in the Armed Forces fell from 14.4% to 13% - Institutions without plans (e.g., SEF) have a feminization rate of 44%.
The centrality of Resolution 1325	Gender equality is broader: - Equality strategy/non-discrimination plans
Armed Forces leading/involved in the implementation Security Forces, strategic expectation	Advantages of including women in operations: - More solutions - Reduction of reputational risks - Security searches of other women

1.6 Research objectives

Given the lack of comprehensive answers on effectively leveraging gender equality in an integrated manner within the GNR, the general research objective arises: *to develop an approach that fosters gender equality within the Guardia Nacional Republicana*.

Achieving the objective of this research is not only relevant due to the ongoing debate on the importance of the agenda for institutions but also because it can provide insights for other areas, especially since research continues to highlight the lack of policy responses in the field of gender equality, particularly in policies related to the use of force (Kopkin & Roberts, 2023).

To chart a path for this investigation, it is considered relevant to look at research that relates the barriers to women's entry into police forces to underrepresentation and the lack of institutional opportunities (Franklin, 2005). It is also important to consider studies that address the advantages of diversity. This exploration reveals that there appears to be a



positive relationship between the presence of women in police forces and the appropriate use of force (Philips, 2022), in addition to the natural diversification of thought processes and solutions found (Koehler, 2022).

The literature also emphasizes that diversity (both women and men) in security forces enhances the ability to address certain phenomena and carry out specific actions, such as domestic violence or receiving complaints from sex industry workers (Vitale, 2017; Monk & Jackson, 2020). On this topic, there is further evidence of the advantages of using mixed teams (men and women) in criminal investigations as well as in community policing (Maguire & Nolan, 2011; Karim & Beardsley, 2013; McCarthy, 2013; Mushonga, 2015).

Returning to the contextualization and conceptual basis of the study, it is possible to observe that feminist theory in International Relations can be used to study gender and power dynamics within police institutions, mainly to discuss gender-based violence and policing, women's participation, community policing; and abuse of power (Wu, 2022).

Employing this theory to study the topics highlights gender inequalities and women's specific challenges within these institutions. This enables the identification of alternatives to promote gender equality for all organizations (Pruitt, 2013). However, these suggestions are not directly applicable to institutions, not only because some originate from different contexts but also because it is crucial to successfully consider the institutional context to translate policies into practice (Carreiras, 2006).

Despite this, it is essential to recognize that all this knowledge can be helpful, especially since there are pathways that have fostered change, as seen in the composition of police contingents in United Nations peacekeeping missions, where the feminization rate increased from 10% in 2011 to 18% in 2021 (Georgetown's Institute for WPS, 2023).

Thus, two crucial elements stand out. First, policies do not immediately translate into practical changes, but their absence creates even more significant limitations. Second, it becomes clear that the common ground of all these resolutions, NAPs, institutional strategies, and measures can be framed within the definition of public policies: everything that governments/administrations decide to do or not do (Dye, 1995).

In this context, it is essential to use a model for analyzing public policies, specifically a model that considers the effects necessary to make public policy measures effective/materialized, namely, the resources provided by oversight bodies and the commitment/enthusiasm/conviction that public administration (particularly its leadership) applies in adopting such measures (Tavares, 2019).



It is also necessary to identify a model that allows not only for the evaluation of the appropriateness of the stipulated objectives and their reasonableness, feasibility, and/or legality (*ongoing* and/or *ex-post* evaluations) but, more importantly, a model that provides insights for calibrating the implementation phase - *ex-ante* evaluations (Ferrão & Paixão, 2018).

Thus, considering that the main aim is to explain the potential for implementing a public policy measure at the institutional level (within the GNR), models that describe the entire process, from scheduling to adoption, are not the most useful. Therefore, the intention is to use a model that emphasizes how success can be achieved in implementing a particular measure. It should focus on the adoption phase (Mota, 2020).

In this context, the research is grounded in the foundations of feminist theory in International Relations. However, due to all the arguments already discussed, explanatory theories/models of public policies will also be used as reinforcement. Analyzing the primary references of public policy analysis models (Weible & Sabatier, 2018), the unified model of innovation (Berry & Berry, 2018) stands out because it allows for the study of how a measure is being adopted and explains the factors that are likely to influence its implementation in the future. According to authors Berry and Berry (2018), the probability of a public policy being adopted by a decision-maker (i) at a given moment (t) can be analyzed through the formula:

Implementation_{i,t} = f (motivation_{i,t} resources/obstacles_{i,t} other policies_{i,t} external environment_{i,t})

According to the authors, motivation aims to analyze the intentions/objectives of public actors in adopting the measure at a given time. Resources/obstacles focus on studying the challenges to innovation and the resources provided to mitigate them. In other policies, the purpose is to examine the number of themes/measures and their priorities for adoption, seeking to identify synergies or limitations that competition for implementation generates. Finally, in investigating the external environment, the influence and positioning of other actors (for example, the political oversight of the GNR) on a given theme are studied.

Aware that the world has changed since the beginning of the WPS agenda, particularly in terms of the nature of conflict, the understanding of peace, security, or justice, and that this evolution exacerbates the dilemmas for the four pillars of Resolution 1325 (UNSC, 2000) - prevention, protection, participation, and peacebuilding and recovery - the model must be adapted to the national reality and the study of this policy area. Thus, the



densification of variables will be based on the experiential effect obtained by applying the model in research in this area (Malheiro, 2020; Malheiro, *et al.*, 2022).

Thus, considering the identified problematization, the insights provided by the literature review, the choice of the previously detailed analytical model, and the general objective of the study (*to develop an approach that fosters gender equality within the Guarda Nacional Republicana*), the following specific objectives arise:

- *Analyze the arrangement of the motivation variable in the cases under analysis.*
- *Study the arrangement of the resources/obstacle's variable in the cases under analysis.*
- *Examine the arrangement of the other policy variables in the cases under analysis.*
- *Observe the arrangement of the external environment variable in the cases under analysis.*

1.7 Research problem

To address the central question, which reflects the research problem, and to ensure that the general objective is achieved, the following central question was formulated:

What factors should be included in fostering gender equality within the Guarda Nacional Republicana?

To ensure alignment with the specific objectives, the breakdown of the research question considered coherence with the analytical model followed. Thus, the following derived questions arise:

- *What is the arrangement of the motivation variable in the cases under analysis?*
- *What is the arrangement of the resources/obstacle's variable in the cases under analysis?*
- *What is the arrangement of the other policy variables in the cases under analysis?*
- *What is the arrangement of the external environment variable in the cases under analysis?*

Based on the problematization, the insights provided by the literature review, and incredibly grounded in the foundations of the chosen analytical model, the central hypothesis of the thesis suggests that:

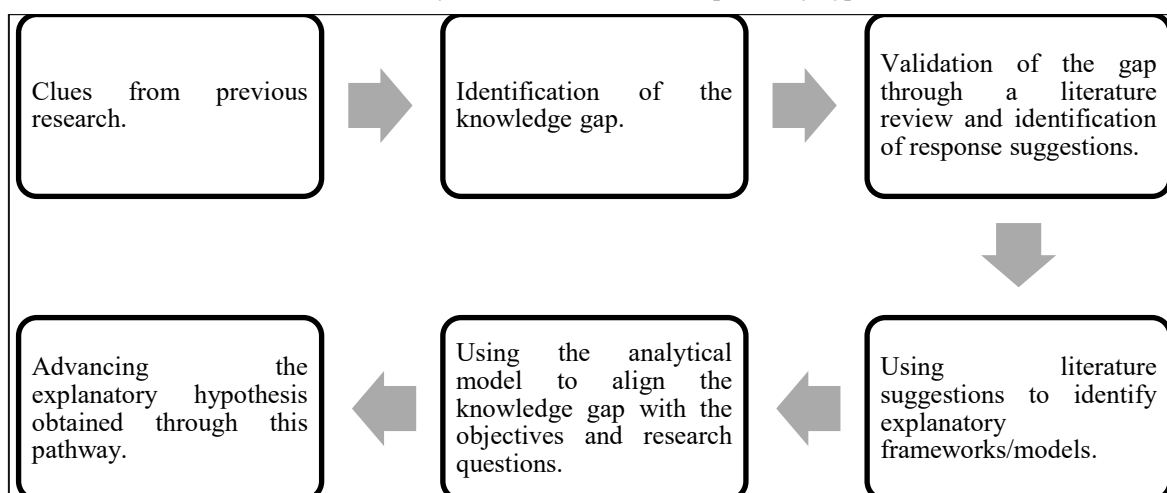
The factors that should be included in an approach to foster gender equality within the Guarda Nacional Republicana can be identified by studying the variables of motivations,



resources/obstacles, other policies, and the external environment in the cases under analysis.

Table 2 illustrates the journey from identifying the knowledge gap to formulating this explanatory hypothesis.

Table 2 - Pathway taken to formulate the explanatory hypothesis



1.8 Methodological options

The study meets all ethical requirements, ontologically aligning with relativism and epistemologically situated in interpretivism (Santos & Lima, 2019).

The reasoning follows the hypothetical-deductive method, using a theory to construct a hypothesis to be tested and allowing for generalizations (Easterby-Smith, Thorpe, & Jackson, 2015; Mill, 1984).

Given the described options and the multiplicity of data to be collected, a mixed strategy proved to be the most effective in achieving the research objectives (Sartori & Morilo, 1991). However, considering that qualitative strategies weigh more heavily in some parts of the research, it is more accurate to emphasize that the study follows a qualitative approach with quantitative reinforcement.

The research design is based on a case study (the GNR), and we are dealing with a cross-sectional study (Yin, 2018).

Data collection for institutional diagnostics was carried out in areas considered the most critical in the ongoing debate, specifically: (1) gender equality and implementation of the WPS agenda in EGF institutions and missions, using structured interviews in organizations and missions linked to security in Europe; (2) perceptions of leadership,



particularly the perceptions of GNR's cadets compared to those of the Army, using a questionnaire survey with students from the Military Academy; (3) diversity and inclusion in European Military Schools and Academies using interviews and focus groups; (4) challenges of using gender-biased data for machine learning in security, using the Prisma protocol for a systematic review; (5) validation of the concept of the approach in the success of operations in the Guarda Nacional Republicana using semi-structured interviews with institutional decision-makers.

The structured interviews (William, 1996) with key actors in implementing the WPS agenda in European security-related institutions were conducted in two stages. In the first phase, the data were used to calibrate the model to be developed, and in the second phase, to validate the theoretical model, which could introduce some characteristics of longitudinal studies (Saunders, Lewis, & Thornhill, 2019). The questions incorporated into the interviews stem from an adaptation of an instrument previously applied in Portugal (Malheiro, 2020) and to the diversity of European security institutions (Malheiro, *et al.*, 2022) while aiming to preserve the instrument's consistency.

The questionnaire surveys conducted with future decision-makers of the Guarda Nacional Republicana, the Military Academy cadets, were also adapted from previously validated studies for this context (Carreiras, Bessa, Ávila, & Malheiro, 2020).

The interviews and questionnaires were implemented using *Google Forms* (with respondent email validation). The operationalization of the primary resource to be used in the research development (the data) was based on the diversity of scientific repositories at the Military University Institute, the Military Academy, and the National Defense Institute for secondary sources. Regarding access to EGF institutions and other security-related institutions in Europe and surveying students at the Military Academy, it was based on existing institutional channels within the GNR, particularly in the Strategic Planning and International Relations Division and the Erasmus Office at the Military Academy.

Two significant tools were used for data processing: the Statistical Package for the Social Sciences (SPSS) and NVivo. NVivo, VOSviewer, and Treecloud were primarily used in the first part of the text to identify clusters of concepts and allow for the state-of-the-art in the form of a systematic literature review. In the second part of the research, related to the fieldwork component, SPSS was mainly used to process the data collected through structured interviews. Microsoft Word was used to write the work, and it has various capabilities, including language verification. Regarding this linguistic validation component, considering



that the researcher is not a native English speaker, but it is commonly understood that English allows for broad dissemination of scientific work, Grammarly tool was also used to mitigate potential writing errors.

Using a similar systems design, the comparative method (Oyen, 1990) was employed to analyze the arrangement of variables in the studied cases, as shown in Table 3.

Table 3 - Use of the comparative method

	GNR	Security Organization 1	Security Organization 2	Security Organization n		GNR Cadets	Army Cadets
Causal Variables	A - motivation	A -1	A -2	A -n		A - motivation	A
	Aa	Not-Aa	Not-Aa	Not-Aa		Aa	Not-Aa
	Ab	Not-Ab	Not-Ab	Not-Ab		Ab	Not-Ab
	A...	...	...	...		A...	...
	B - resources/obstacles	B -1	B -2	B -n		B - resources/obstacles	B
	Ba	Not-Ba	Not-Ba	Ba		Ba	Not-Ba
	Bb	Not-Bb	Not-Bb	Not-Bb		Bb	Not-Bb
	B...	...	...	...		B...	...
	C - other policies	C -1	C -2	C -n		C - other policies	C
	Ca	Not-Ca	Not-Ca	Not-Ca		Ca	Not-Ca
	Cb	Not-Cb	Not-Cb	Not-Cb		Cb	Not-Cb
	C...	...	...	...		C...	...
	D - external environment	D -1	D -2	D -n		D - external environment	D
	Da	Not-Da	Not-Da	Not-Da		Da	Not-Da
	Db	Not-	Not-	Not-		Db	Not-
	D...	...	...	...		D...	...
Phenomenon to be explained - Equality	x	x - Not x	x - Not x	x - Not x		x	x - Not x

Having explained the desired final state to be achieved with the research and the pathway used to reach it, a synthesis of Table 4 has been developed to provide an overview and to monitor the progress of the study



Table 4 - Global overview

Adoption_{i,t} = f (motivation_{i,t}, resources/obstacles_{i,t}, other policies_{i,t}, external environment_{i,t})

General Objective	Develop an approach that fosters gender equality between women and men in the Guardia Nacional Republicana.				
Specific Objectives	Central Question	What factors should be included in fostering gender equality between women and men in the Guardia Nacional Republicana?			
	Hypothesis	The factors that should be included in fostering gender equality between women and men in the Guardia Nacional Republicana can be identified by studying the variables: motivation, resources/obstacles, other policies, and the external environment.			
	Derived Questions	Concepts	Dimensions	Indicators	Data Collection Techniques
Analyze the arrangement of the motivation variable in the cases under analysis.	What is the arrangement of the motivation variable in the cases under analysis?	(1) Women, Peace, and Security agenda (2) Implementation (3) Gender equality (4) Leadership (5) Guardia Nacional Republicana (6) Security operations (7) Gender bias (8) European Gendarmerie Force (9) Crisis management operations (10) Public policies	Motivation, resources/obstacles, other politics, and external environment	1- Implementation of the agenda in institutions/interventions under the aegis of the EGF: structured interviews in organizations/missions related to security within the European Union.	
Study the arrangement of the resources/obstacles variable in the cases under analysis.	What is the arrangement of the resources/obstacles variable in the cases under analysis?			2- Perceptions of GNR cadets on gender equality, compared to those of the Army: questionnaire survey with students from the Military Academy.	
Examine the arrangement of the other policy variables in the cases under analysis.	What is the arrangement of the other policy variables in the cases under analysis?			3- Diversity and inclusion in European Military Schools and Academies – focus group interviews.	
Observe the arrangement of the external environment variable in the cases under analysis.	What is the arrangement of the external environment variable in the cases under analysis?			4- Challenges of using gender-biased data for machine learning in security: Prisma protocol for a systematic review.	
				5- Validation of the concept of the approach in the success of operations in the Guardia Nacional Republicana: semi-structured interviews with institutional decision-makers.	

Testing of the model through application in institutions and laboratory testing

Comparative method: The most similar systems - Among EGF institutions/missions with different levels of adoption and Armed Forces

Testing of the model through application in institutions and laboratory testing



1.9 Thesis organization and alignment of publications

The research followed the structure outlined in the standards (Permanent Execution Standards and Regulations) that were in force at the Military University Institute (IUM) in July 2024, using supporting works on methodology (Coutinho, 2023).

Given the specificity of the research (particularly the urgency of disseminating the results to the scientific community and decision-makers to incorporate the knowledge into their decisions), the thesis comprises a coherent and structured compilation of articles. Although it appears that the regulation applicable to this thesis is specified in Order 65/2020 of the IUM Commander by the principle of non-retroactivity of the law,² considering that the doctoral program began in 2022. The current regulation (Order No. 8672/2023 of the IUM Commander) was only published at the end of August 2023, and the new rules were followed. Thus, in this option for a thesis by compilation of articles with selection committees of recognized international merit, it was ensured that:

1. The thesis comprises five articles, with the researcher being the first author of four.
2. The five articles were published after the approval of the doctoral project (12/09/2024), which mentioned this option.
3. The organization of the articles is coherent, sequential, and logical.
4. Four articles pertain to original research from empirical studies, and one is a systematic review.
5. The five articles were published in journals indexed in the Scopus database, with three classified in the first quartiles.
6. The thesis is presented following the technical standards in force at the IUM.

Thus, the thesis is divided into three main sections: the introduction, the body, and the conclusions.

The introduction explains the identified knowledge gap, the objective, the contextualization, and references to exemplary research that may provide clues for developing the explanatory hypotheses of the phenomenon under investigation; it also

² The principle of non-retroactivity of the law in Portugal, a cornerstone of legal certainty, dictates that published new rules cannot apply to facts or situations that occurred before they came into force, thereby protecting acquired rights. The Constitution enshrines this principle, particularly concerning rights, freedoms, and guarantees. It ensures that citizens are not adversely affected by unforeseen legislative changes, providing reassurance and confidence in the legal system.



identifies the thesis structure, includes a review of the most relevant literature on the topic, and presents the methodological framework.

The text's body consists of five aligned articles, as shown in Table 5.

Table 5 - Published articles

Title	Journal	Status	Indexing	Area	Type
Article 1 – The implementation of the Women, Peace, and Security agenda in the European Gendarmerie Forces	International Journal of Police Science & Management - Sage	Published: September 24, 2023	Scopus Q1 - H-Index 34	Social Sciences	Article, Empirical, Peer-review (see Appendix A)
Article 2 – Exploring Gender Perspectives Among Gendarmerie and Army Cadets at the Portuguese Military Academy: A Comprehensive Analysis	Sexuality & Culture - Springer	Published: September 25, 2023	Scopus Q1 - H-Index 40	Social Sciences	Article, Empirical, Peer-review (see Appendix B)
Article 3 – Enhancing equity, diversity, and inclusion in the European Union military schools and academies through collaborative initiatives and gender policy reform	European Journal of Education - Wiley	Published: July 30, 2024	Scopus Q1 - H-Index 59	Social Sciences	Article, Empirical, Peer-review
Article 4 – Systematic literature review on gender bias and machine learning in safety	RISTI - Iberian Association for Information Systems and Technologies	Published: October 30, 2023	Scopus Q4 - H-Index 18	Computer Science	Review, Peer-review
Article 5 - The influence of gender parity on the operations of Guardia Nacional Republicana	RISTI - Iberian Association for Information Systems and Technologies	Published: October 30, 2023	Scopus Q4 - H-Index 18	Computer Science	Article, Empirical, Peer-review

In these articles, the entire conceptual and legal framework of national and international gender equality instruments was elaborated. Research results are presented and discussed, culminating in the identification of response clues for the derived and central questions of the thesis, as well as the testing of these suggestions, either through application in similar institutions or through the application of these clues in analogous past cases - testing in real past cases.

The general conclusion identifies the most relevant aspects of the research and discusses the theoretical and practical contributions of the study, its limitations, and perspectives for future studies.



All this research work was shaped and guided by a series of scientific initiatives that significantly contributed to defining and improving the path forward. Table 6 demonstrates the scientific initiatives related to the research, highlighting discussions with the academic community (particularly at conferences), the search for best practices in other institutions, including the monitoring of similar work carried out in the Guardia Civil (March 2023), and the subsequent report with practical proposals for the GNR. Additionally, it includes the prior completion of specific courses, such as the *A Comprehensive Approach to Gender in Operations* course.

Table 6 - Scientific initiatives related to the research

Date	Event
June, 2022	Course: A Comprehensive Approach to Gender in Operations
January, 2023	Training on Military Gender Studies under the Erasmus+ Program, coordinated by the Military Academy.
March 2023	A week was spent observing the Technical Office for Equality work at the Dirección General de la Guardia Civil through the Erasmus+ Program, coordinated by the Military Academy.
April, 2023	Participation in the XII Portuguese Congress of Sociology, University of Coimbra.
June, 2023	Presentation on the Women, Peace, and Security Agenda at the 5th Erasmus Gender Seminar, part of the Erasmus+ Military Gender Studies Project.
June, 2023	Invitation to participate in ICPP6 - Public Policy Conference in Toronto, Canada.
July, 2023	Presentation of the paper on gender equality in operations at MICRADS'23 Conference in Bogotá, Colombia.
November 2023	Presentations at the National Defense Course 2023/2024 at the National Defense Institute

See Appendix C

Indeed, the present research is the culmination of several years of investigation into equality, explicitly focusing on the GNR. Collaborating with various researchers with unique experiences, knowledge, and perspectives on the subject has been a privilege. While this thesis is formally composed of the publications already mentioned, it is essential to acknowledge that the publications listed below, the result of more than five years of research, have significantly contributed to the conclusion of this investigation, mainly through their contribution to the refinement of the methodological tools used:

Carreiras, H., Bessa, F., Ávila, P., & Malheiro, L. (2020). Cadets in portuguese military academies: a sociological portrait. *Sociologia, Problemas e Práticas*, pp. 9-29.

Carreiras, H., Rodrigues, C. & Malheiro, L. (2022). L'impact du programme des Nations Unies sur les femmes, la paix et la sécurité. L'exemple du Portugal. *Travail, genre et sociétés* n° 47, 89-107



Bessa, F., & Malheiro, L. (2020). A agenda MPS: um olhar sobre as Forças de Segurança. *Nação e Defesa N° 156*, pp.119-139

Malheiro, L., Menezes, S., Reis, J., Machado, P., Romão, A., Bessa, F (2022). A Igualdade de Género na União Europeia: a implementação da agenda mulheres, paz e segurança. *Iberian Journal of Information Systems and Technologies*, E49, 28-50

Tavares, I., S., Malheiro, L. (2022) Terror no feminino: a posição da mulher no terrorismo. *Proelium*, N. ° 11, 9-26

It is also important to highlight that two of the five identified articles in this thesis were awarded by the Instituto Universitário Militar with the Prize for Scientific Research in Military Sciences.



2. Chapter II – Article 1



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The implementation of the Women, Peace and Security (WPS) agenda in the European Gendarmerie Forces

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Abstract

This investigation aims to study implementation of the Women, Peace and Security (WPS) agenda in the interventions of gendarmeries under the aegis of the European Gendarmerie Force (EGF), because two decades after its creation, there is evidence that the WPS is falling behind on its initial promise.

Using a mixed strategy with a case study design, data were collected in 14 countries using structured interviews with 24 organisations linked to security in the European Union, including 6 linked to the EGF.

After densifying the evolution of conflict, the window of opportunity that led to creation of the EGF and the implications of EGF's current organisation not having structures



dedicated exclusively to gender, suggestions obtained from the primary information were dissected.

Integration of ideas in the literature with the results of this study suggest that the main obstacles to innovation for implementation of the WGS result from: (a) existing limitations in the institutions that make up the EGF; (b) lack of a plan to implement the WGS agenda; (c) lack of resources (materials and/or structures dedicated to gender); and (d) failure to incorporate a gender perspective into all planning dimensions.

Keywords: Women, Peace and Security, European Gendarmerie Force, European Union, crisis management operations, gender perspective

2.1 Introduction

All peace negotiations after the Second World War were mediated by an exclusively male elite (Davies and True, 2019). In addition to showing disrespect for international law and the constitutions of most democratic countries, this is an objective limitation to any solutions presented because they do not consider half of the population (Ministry of Defence, 2022).

Considering the increasing volatility within the conceptual framework of world security – brittle, anxious, nonlinear and incomprehensible – it is critical that institutions ensure the participation and involvement of all their human capital (women and men) if they are to keep up with changes in security in a fluid world (Stephan Grabmeier, 2023). In this context, we develop an integrated approach to gender in gendarmeries in order to increase gender equality and adoption of the Women, Peace, and Security (WPS) agenda in the institutions that constitute the European Gendarmerie Force (EGF). The WPS agenda is based on United Nations Security Council Resolution 1325 (UNSC, 2000) and supports the theoretical construct that underpins thinking on gender equality in security institutions (Davies and True, 2019).

Despite this, and 22 years since the launch of the WPS, limitations in implementation remain, even in the 104 countries with published national action plans, as is the case in Portugal (Women's International League of Peace and Freedom, 2023). The central research question in this study is: what arrangement of independent variables (motivation, resources/obstacles, other policies and external environment) can contribute to increasing adoption of the WPS agenda in the institutions that constitute the EGF?



The research question arose from a review of the current literature and from mandatory use of a model of analysis of public policies, considering that the WPS is a public policy in all its dimensions: resolution, European strategy, national action plan, or sectoral and institutional plans. Specifically, we opted for the unified model of innovation (Berry and Berry, 2007), which suggests that the possibility of a policy being implemented by state (i), in time (t), is:

adoption $i, t = f$ (motivation i, t resources/obstacles i, t other policies i, t external environment i, t).

As a result of the above model, an explanatory hypothesis emerged: the arrangement of independent variables (motivation, resources/obstacles, other policies and external environment) that may contribute to increasing adoption of the WPS agenda in the institutions constitute the EGF can be achieved by investigating the variables in each case.

In this article, we apply the knowledge, foundations and methods used in the study of crises and armed conflicts to obtain answers regarding the arrangement of the variables under assessment. To study the resources and obstacles underlying the selected model, it is critical to analyse barriers to innovation and the methods used to overcome them. Specifically, we study implementation of the WPS agenda in gendarmerie interventions under the aegis of the EGF. To achieve this goal, we review the literature regarding the window of opportunity that enabled creation of a security structure such as the EGF. The development of conflict and the EGF's contribution to conflict management are discussed. The review culminates with a gender analysis. To further investigate the issues raised by the literature review, fieldwork focused on the analysis of 29 structured interviews. Interviews were conducted with sections of the EGF organisation and missions, as well as other institutions in the European security field, and sought to identify similarities and differences. In addition to the literature review and fieldwork, we present an explanation of our methodological options, an introduction and a conclusion.

2.2 Literature review

The window of opportunity to create a security framework like EGF.

One of the pillars of the European Union (EU) is its Common Foreign and Security Policy, which calls for the cooperation of Member States in peacekeeping and handling security concerns. To meet these policy goals, the EU has designed multiple instruments and methods of coordination (European Commission, 2023).



With a population of around five hundred million and one-quarter of the world's gross domestic product, has always sought to cross the threshold of economic power to assert itself as a key player in the political and military field. To this end, institutions have been built and policies designed, based on agreements, which bring together the national interests of the member countries (Heyer, 2011).

These post-war achievements have always flourished under the umbrella of the North Atlantic Treaty Organization (NATO) with a strong commitment from the United States of America (USA) with the goal of achieving a victory in the Cold War (Ramos & Pérez-López, 2017). However, the current challenges (more complex, unpredictable, and asymmetric) have further impaired the old threats to EU security but have also proven that more knowledge needs to be gained about emerging phenomena such as hybrid threats, radicalisation, organised crime, border management, or maritime security. In this sense, to deepen the European project in security and defence, it has been key to understand the combination of a multiplicity of factors such as the transatlantic burden-sharing the approach of the US administration, and the new regional and global actors (Heiduk, 2015).

The good (but fragile) balance that led the EU to its enviable economic position rests on treaties, bodies and organisations that were established to enhance Europeans' living standards (Arcudi and Smith, 2013).

However, even when Member States agree on the appropriateness of the institutions developed, coherence between what has been/is agreed upon and what is put into reality is rarely accomplished, and occasionally the means available do not satisfy the needs (Göpfert, 2016). Still, the evolution of the complexity of post-war conflict forced an adaptation and evolution of everyone, from the integration of new players to the adaptation of the roles played by more traditional players (Tomé, 2021).

In addition, although the conflict in Ukraine seems to counter the trend, Europe's conflicts were shifting from post-colonial regions to disputes within states, there were also differences in purpose, practice, and type of participants, and the design of new strategies for managing such conflicts was crucial (Borges, Telo, & Pires, 2018).

It was in this context that the EGF found the window of opportunity to show itself as a unique instrument for crisis management (*i.e.*, military, and civilian missions), primarily available to the EU but also to other organisations and/or ad hoc coalitions.

The first efforts of the creation of the EGF date back to 2004 and were driven by five Security Forces: The Gendarmerie Nationale, the Carabinieri, the Guardia Civil, the



Koninklijke Marechaussee and the Guarda Nacional Republicana. Thus, two years later, in 2007, the forces of these five countries (France, Italy, Spain, Holland, and Portugal) of the gendarmerie type (which followed the French gendarmerie models of security forces of a military nature) began their participation in crisis management operations (Davidova, 2021).

The created scope enables the EGF to be the primary player for military and civilian missions accessible to the EU, but also to other ad hoc organisations and/or coalitions (Esteves, 2017).

The EGF (2023) states that its main gains are based on the rapid projection of forces capable of performing all police purposes and tasks, with a special capacity to act in high-risk environments, making the link between military intervention and the adoption of a training mission of local police forces. These capabilities were well shown in the Declaration of Intent for the EGF, signed on September 17, 2004, emphasizing that the performance will be in the field of crisis management operations within the framework of the Petersberg Declaration.

This seeming success of the creation of the EGF, but also the coherence and capacity of its employ in a short period of time, is largely because of experience gained from the participation of the various gendarmeries in peace efforts at European and global level (Cortinhas, 2016).

The following section aims to name the key EGF interventions and discuss and/or categorize them considering crisis theories and violent conflicts.

Gendarmeries and Conflicts

Analysis of the use of the gendarme system hinders more direct application of the tools provided by authors such as Clausewitz (2020). However, it seems reasonable and desirable to understand the broader concept of conflict and its characteristics today, and it is, therefore, useful to resort to an updated definition of war such as that suggested by Garcia (2010), given that there are references to armed and severe violence, between parties formed to gain control. This option was motivated on the fact that this definition can be used to explain several conflicts and forms of violence.

The scope of the previous definition of war means that analyses of conflict do not get lost in the debate about whether there are new wars because there are state and non-state players, supranational organizations, private security agencies, private military companies, and non-governmental organizations, and criminal organizations (Duffield, 2001).



Despite this, it is relevant to emphasize that the analysis of the data on the number of conflicts from 1989 to 2020 suggests that 44.7% of the conflicts were non-state, 37.5% state, with the remaining (17.8%) related to violence by a single party, where cases of genocide are inserted (Global Change Data Lab, 2022).

Henderson and Singer (2002) state that it is notorious that the patterns of warfare change over time and space, but it is not clear that the war itself has changed and become inexplicable considering the theoretical arguments of world politics, as some new war theorists suggest. These authors even suggest that the new wars are simply combinations of the old wars that have been grouped into a single category. Garcia (2010), in this same sense, states that these new wars are a return to the past due to demilitarization and asymmetry and because the ends justify the means.

Thus, keeping the focus on Garcia's (2010) definition of war seems to allow the analysis to include the phenomena of hybrid violence that liberal peace does not consider in its analysis. However, it would be unwise to recognize that it is not possible to refine the analysis further based on Clausewitz's own teachings (2020) on the adaptability of wars such as the chameleon and the suggestions provided by researchers of the new wars such as Kaldor (1999).

In the wake of Saraiva (2017), the adaptation of States to new types of conflicts and new transnational threats appears to be crucial, verifying the evolution of the response of security and defence mechanisms so that it is possible to suggest models and/or adaptation of security providers.

As already discussed, it was precisely to fill the gap in public safety and projection ability that the EGF was created. However, it is considered relevant to continue to name the main challenges of the implemented structure, suggesting, if possible, increments to the operation and/or organization.

In this field, the first point that is relevant to analyse is the interventions of the institution, let us understand the missions that have been/are being conducted since its creation for the global security effort. In this sense, Table 7 presents the set of missions that have been performed by the organization.



Table 7 - EGF's contribution to safety

Mission	Mandate	Place	Remarks
EUFOR ALTHEA 2007-2010	EU	BOSNIA AND HERZEGOVINA	First mission of an IPU with public order and criminal investigation capabilities in addition to policing.
MINUSTAH 2010	UN	HAITI	Projection in less than 20 days, highlighting logistical weaknesses in the execution.
ISAF (NTM-A) 2009 – 2014	NATO	AFGHANISTAN	Creation and maintenance of police training centres and projection of <i>Police Advisory Teams</i> .
EUFOR RCA 2014-2015	EU	RCA	IPU integrated into the European Battlegroup.
EUAM UKRAINE 2016	EU	UKRAINE	Trainers for the maintenance of public order and training of trainers for the local police
EUBAM RAFAH EGF PHQ PLANNING SUPPORT	EU	RAFAH CROSSING POINT	The EGF developed the Joint Re-Deployment Plan for the EU in collaboration with the Palestinian authorities.
EUMM GEORGIA EGF PHQ PLANNING SUPPORT	EU	GEORGIA	The EGF has supported the planning process for various scenarios where the need for rapid force projection is considered.
EUCAP SOMALIA 2018	EU	SOMALIA	The EGF supported the planning process for the development of the Coast Guard and the rehabilitation of other police functions.
EULEX KOSOVO 2022 – 2022	EU	KOSOVO	EGF has designed a Reserve Formed Police Unit (RFPU) for projection to Kosovo at the request of EULEX Kosovo
Current			
EUCAP SAHEL MALI 2014 – ONGOING	EU	MALI	The EGF structure supports the CPCC/EEAS in the selection of experts.
RESOLUTE SUPPORT 2015 – ONGOING	NATO	AFGHANISTAN	With the termination of the ISAF, the contribution of the EGF to the training of the Afghan Police was readjusted, through advisory services.
EUTM RCA 2015 – ONGOING	EU	RCA	An EGF staff member in advisory roles
EUBAM LIBYA & EULPC 2016 – ONGOING	EU	LIBYA AND TUNISIA	EGF maintains a planning specialist in the European support cell for UNSMIL.
MINUSMA SOC SU 2017 – ONGOING	UN	MALI	A team of experts was designed as a “Serious and Organized Crime Support Unit” integrating MINUSMA.
CMCF NIGER BORDER MODULE 2019 – ONGOING	EU	NIGER	In cooperation with EUCAP Shael Niger and FRONTEX support has been developed for local police training.
LCTT/EGF PROJECT WITH TUNISIAN NATIONAL GUARD 2017 – ONGOING	EU	TUNISIA	EU-funded project for training and advice.
EUFOR ALTHEA 20019- ONGOING	EU	BOSNIA AND HERZEGOVINA	The EGF returned to the mission, occupying positions in the J2

Source: Adapted from Guardia Nacional Republicana (2022).

Of course, the institution's performance is not limited to the missions listed in Table 7, with more added cooperation such as that started in 2014 with the European External Action Service or the most recent one, 2018, with the European College of Security and Defence or the Organization for Security and European Cooperation.

However, the institution's efforts fall within the scope of the missions for which it was created, almost the entire range of missions set out in the Petersburg Declaration of June 1992: humanitarian or evacuation of nationals; conflict prevention and peacekeeping missions; combat forces for crisis management; joint disarmament actions; advice and assistance in military matters; and stabilisation operations at the end of conflicts.



The second point that should be examined refers to the action mode, given that there are remarkable features. The force operates according to operational concepts developed in the EU, namely the Integrated Police Unit (IPU) which includes (EGF, 2023): an operational component for public order and other generic public security missions; component to combat crime, including Explosive Ordinance Disposal (EOD), terrorism and other serious crimes and a component of logistical support to ensure the sustainment of the force.

At the level of differentiating factors, the institution emphasizes that it can act with a military command subordinated to a civil authority, the geometry of action is very variable and flexible (from a specialized element to an IPU), and there is a similar doctrine at the level of gendarmeries and a regularity in joint training and that guarantees the performance across the spectrum of police action against crime (Guarda Nacional Republicana, 2022).

However, it is natural that a recent structure, compared to NATO and/or the UN, is still in a continuous process of consolidation, with some growing pains, and does not incorporate some elements dedicated to the implementation of the WPS agenda that has been fundamental in the most modern peacebuilding processes.

In this context, the next section will be dedicated to the study of the gender perspective in the interventions of the gendarmeries, naming differences with other entities/organizations and the weaknesses that remain, especially in the field of participation under the aegis of the EGF.

Gender Equality in gendarmerie interventions

We first analyse structures dedicated exclusively to the gender dimension in the EGF. Our research found that such structures do not exist, regardless of the level analysed, be it strategic and political, within the High-Level Inter-Ministerial Committee (CIMIN), operational within the permanent headquarters or tactical within EGF units (EGF, 2020). In fact, a document that takes stock of the EGF's activities, structures and actions to 2020 has no mentions of the word gender in its 94 pages.

Regardless of whether structures with other designations include a gender dimension, there is a significant difference compared with organisations such as NATO (2021), which has an action plan in place to implement the gender agenda, advocates integration of the gender perspective in all dimensions (strategic concepts included) and has had several sections dedicated to gender, such as the NATO Advisor for Civil Society or the Special Representative of the Secretary-General of NATO for Women, Peace, and Security.



The UN (2023) has mechanisms at several levels to design and implement WPS, and it is important to emphasize the existence of a Gender Advisor and/or Gender Focal Point at the tactical level, which allows for local intervention. Thus, in the field of EGF, it is not only noted that there is no office(s) dedicated to the gender issue, but also that the gender issue is not inserted/addressed at the level of strategic options, in contrast to what happens in NATO, where this issue is prioritized. However, looking at the institutions that belong to the EGF individually (*per se*) it appears that some already contemplate this issue in their strategic planning. For example, the Guarda Nacional Republicana (GNR) presents the WPS and the disproportionate impact that conflicts have on women and children in its eighth strategic guideline (GNR, 2021).

The relevance of this issue (lack of structures dedicated to gender) certainly does not go as deep as what Vitale (2017) advocates with the prophecy/need for the end of the police, but some of these issues cannot be ignored. Specifically, the doubt presented by the author about the confidence of some sectors of the population in the performance of the police, for example, the victims linked to prostitution, especially the LGBTQIA2S+ community (Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit). The author's evidence for this doubt is related, on the one hand, to the fact that police officers are also clients of the prostitution market and, on the other hand, to the fact that stereotypes of the warrior man persist within the police that can limit the focus on these issues, *i.e.*, as much as one may not want to assume it, the police profession is still an activity which is essentially a male domain.

Although they may seem excessive, the earlier issues cannot be ignored, either in the performance of community policing or in the context of a mission abroad. To understand the relevance of the gender perspective in missions, namely in crisis management, Olsson and Sundström (2013) emphasize the need to put into practice the founding values of the EU, leading by example, and mention that this aspect can foster coherence between internal and external policy.

These conclusions are aligned with the EU action plan for the implementation of the agenda (Conselho da União Europeia, 2019). It emphasizes the EU's common human rights value, the potential for gender mainstreaming to better address the diverse needs of ensuring all rights (women, men, boys, and girls), contributing to more effective outcomes, reducing discrimination and gender-based violence, and contributing to fairer and more equal societies.



While it is difficult to discuss the scope or relevance of the previous goals, the data shows, once again, that it is simpler to legislate than to effect change, because shortly after the adoption of the action plan, the evaluation report of the plan showed some limitations in the implementation of gender equality (Committee on Women's Rights and Gender Equality, 2022). The limitations identified in the report are diverse, ranging from resource allocation, training, or the need to promote equal participation in leadership due to the small number of women in senior positions, but it also reiterates the role played by the Academy in strengthening gender equality research – which is part of this research.

Thus, the Third Action Plan on Gender is the guiding tool for EU external action where the keyword underlined is integration, not only in policy documents but also in all Union actions, notably through the interventions of the gendarmeries (European External Action Service, 2023).

In short, at EU level there are concrete actions to issue and implement the themes of the WPS agenda and it is also clear that a lot of the forces that constitute the EGF are making efforts internally to adopt the agenda. However, it also seems clear that at the level of EGF interventions and specifically at the level of its structures and organisations, the gender issue is not dealt with separately with dedicated offices.

In this context, because the EGF is particularly suitable for use by the EU as an instrument for crisis management and, at the same time, it is not possible to verify an alignment between the structures of the EGF and action plans for implementation of the WPS agenda, it was necessary to refine our analysis and carry out fieldwork to obtain further explanations.

2.3 Methodological options

The current investigation followed ethical principles, falling within relativism from the ontological perspective and interpretivism in the epistemological field, because of a given vision of society (Easterby-Smith, Thorpe, & Jackson, 2015).

Because of the problems and suggestions provided by the literature and the analytical model followed, hypothetical-deductive reasoning was used together with theory to develop a hypothesis that after testing may have the merit of allowing generalisations (Mill, 1984; Santos and Lima, 2019).

We used a mixed strategy, although we placed greater weight on the qualitative part; the data also underwent quantitative analysis, considering that reduction of the variables



under study (mostly resources/obstacles, but also motivation, other policies, and the external environment) was based on structured interviews.

These structured interviews were conducted with two distinct purposes. Firstly, to analyse the institutional status of the implementation of the WPS agenda in the EGF and other EU security spectrum institutions, which can be compared with the EGF (Sartori & Morilo, 1991). Secondly, commanders/deputies or elements with other leadership roles in missions under the aegis of the EGF as well as under the mandate of other institutions were interviewed. Thus, it will be imperative to use the method compared with the most similar systems designed (Oyen, 1990) to examine the behaviour of the variables of the cases under study, understood by the EGF and the other security organizations of the various EU countries that were interviewed. Conscious that we are facing a homogeneous group, it is considered that the saturation point is reached between 15 and 20 interviews (Santos & Lima, 2019).

This research is identified as a case study, because adoption of the WPS agenda in EGF interventions is being studied, albeit in comparison with interventions from other institutions (Saunders, Lewis, & Thornhill, 2019).

As already mentioned, primary information was collected based on interviews structured in a single period, implying that this is a cross-sectional study (Santos & Lima, 2019). Despite this, the script used was adapted from earlier studies (Denney, 2019; Malheiro, et al., 2022) so that, whenever possible, the temporal evolution will be analysed, inserting some characteristics of longitudinal studies into the text.

Data collection was conducted using the Google Forms tool, with email authentication by respondents, during January 2023. The identification of the key actors of each institution with aptitude and/or authorization to respond to the interview materialized with the collaboration of the Division of Strategic Planning and International Relations of the Guard and the Erasmus Office of the Military Academy.

Data analysis was performed using two tools: the Statistical Package for the Social Sciences (SPSS) and Tree clouds. Tree clouds were used in the content analysis of some open answers to facilitate the design of clusters of respondents' arguments. The remaining primary information was treated using SPSS.

Efforts to collect data from primary sources resulted in 30 interviews, of which only 29 were considered valid. The data obtained with an interview were not considered due to



the lack of elements that characterized the respondent and because he did not answer all the questions.

Thus, the following section will be dedicated to the analysis and discussion of the results obtained, beginning with a characterization of the respondents, evolving to the current reality of the various institutions and missions, followed by the vision of these key actors on some factors that are preponderant for the WPS implementation process, concluding with the analysis of some suggestions of the interviewees on the relevance of gender equality for safety.

2.4 Analysis and discussion of results

Description

In this section, we characterise the interviewees, how many are connected to the EGF and how many are involved in EGF missions and/or other organisations.

The analysis in Table 8 shows that it was possible to obtain responses from fourteen countries, with a total of twenty-four security-related organisations in Europe. It is also possible to note that six institutions are linked to the EGF, although with different statutes, such as Lithuania, which has the status of partner and not of a member. The only institution that is not associated with a country concerns the contribution obtained from the EGF Commander.

Table 8 - Respondents by country and institutions

Country	Austria	Bulgaria	Cyprus	Czech Republic	France	Greece	Lithuania	Norway	Poland	Portugal	Romania	Slovakia	Spain	Sweden	
No. of institutions	2	1	1	1	1	4	1	1	2	2	5	1	1	1	1
"Entity features"	Armed Forces	Armed Forces	Armed Forces	Armed Forces	Sec. Forces	Armed Forces, civil inst.	Sec. Forces	Armed Forces	Armed Forces, Sec. Forces	Armed Forces, Sec. Forces	Armed Forces, Sec. Forces	Sec. Forces	Sec. Forces	Armed Forces	EGF
EGF Institutions							1		1	1	1		1		1

Source: Structured interviews with EGF institutions and others in the EU security field in 2023.

Table 8 also shows that most respondents belong to the Armed Forces, and it was not possible to obtain data from all entities (key players of these institutions) of the countries that make up the EGF. Still, it appears that the data from the six institutions of the EGF, after analysed and compared with the other institutions, can contribute to supplying suggestions for improvement in the field of gender for the nine institutions that make up the EGF.



The country where the mission was conducted was also questioned, obtaining Kosovo, Afghanistan, and Georgia, that is, three different scenarios.

Regarding the characterization of the respondents, twenty-one are men and eight are women. The feminization rate of the study is around 27%, slightly higher than that of security organizations at 15% (Carreiras, Silva, & Malheiro, 2022).

Regarding the function performed, it is noted that the majority (52%) is Head of Department or Director, and there is also a Director General. These functions are consistent with the training declared by the respondents: 38% hold a doctorate, 41% report that they have a master's degree and the remaining 15% have a bachelor's degree. In short, by naming the role played and the qualifications of the interviewees, it becomes clear that they are key players in the consolidation of directives and action plans for the implementation of gender equality in the institutions to which they belong and, therefore, we could not fail to interview them.

Despite this, when asked about their own assessment of their knowledge of gender equality, about 20% report that they are at the lowest level, which translates into remembering and reproducing data, definitions, details, facts, information, and procedures, the level of knowledge acquisition. In the opposite field, the highest level, we have about 28% say that they think extensively about what more can be done and how they can contribute to the increase of knowledge. However, most preferred to choose the other two intermediate levels of knowledge (application of knowledge and analysis of knowledge).

Finally, they were also asked to perform a self-assessment of the level of implementation of the agenda in the institutions or mission(s) where they played the role of commanders or deputies. The results obtained are those mirrored in Table 9.

Table 9 - Self-assessment of the implementation of the WPS agenda

Implementation of the agenda	EGF	Other	Total
Fully implemented	2	6	8
Implemented with limitations	5	11	16
Not implemented	1	4	5

Source: Structured interviews with EGF institutions and others in the EU security field in 2023.

The distribution present in Table 9 and the greater preponderance for the intermediate value (implemented with limitations), for the EGF and for the other institutions participating in the research, is not exclusive to the present study, since in previous studies there was



(Malheiro, et al., 2022) also a tendency to choose intermediate values. However, it should be noted that in this research the percentage of entities that selected the non-implemented options was lower, about 17% when in the 2022 study was 27%. It is worth noting the drop of ten percentage points in the space of a year. This difference, although small, stands for an improvement.

Institutional reality

We first analysed the rate of institutional feminisation. One of the institutions stressed that the feminisation rate is at 50% (Greece) and another around 40% (Czech Republic), but these are clearly exceptions, considering that there are still seven institutions (24%) where feminisation rates are between 20% and 30% and the majority (69%) is below or close to 15%. Looking only at the institutions of the EGF, this position deteriorates: the rate closest to parity is 25%, but 66% arise with less than 10% and 16% say: extremely low, only two women. The worst results appear even in EGF missions where the ratio is 4 women to 70 men (about 5%). This element is no different from the results of earlier studies that highlight the low participation of women in missions (Carreiras, 2006; UN Women, 2020), highlighting the need to continue to study the reasons why the implementation of the agenda continues to fail 22 years after its adoption.

The earlier statement continues to be confirmed by the data on the number of women in command roles in EGF missions, as in none of the missions analysed there are women in command roles. Looking at the institutions of the EGF, one interviewee reports that 20% of command functions are held by women, but one also says that they do not have women in such positions, the standard being less than 15%.

When the question shifts to the ratio of men and women in operational and management roles at EGF institutions, a quite common answer begins to emerge: no data. This lack of data certainly makes it difficult to study this theme and it is not a mere detail, not least because some studies on the visions of future institutional leaders (the cadets) show that a significant percentage (30.8%) consider that women should only perform administrative-logistic and technical support functions (Carreiras, Bessa, Ávila, & Malheiro, 2020).

The following interview questions were intended to collect the number of participants in events related to the WPS agenda, the number of training/research actions related to the agenda, and the percentage of women applicants for missions. The pattern of response that



stands out is: I don't know. Even when it comes to the percentage of women deployed to international crisis management or other missions, more than half of respondents say they do not have the data to provide an answer. Among those who answered, it was found that eight institutions did not project women, the remaining answers suggest that the number of women in the contingents is less than 10%.

A relevant aspect on this topic of women's participation in missions is the statement of the interviewee of the EGF command: extremely low, I do not have the exact numbers because they are appointed by the Member States. Firstly, there is this part of the lack of data collection, as discussed, but more relevant is the underlined factuality that it is the Member States who appoint the participants to the missions, that is, the institutions of each country are the main driver of change. Objectively, it will not be possible to have more women involved in crisis management missions if such a culture of participation, equality, and parity is not rooted in national institutions, highlighting the centrality of the theme discussed in the research.

It was intended to go further and collect data that have stood out as relevant to the adoption of the agenda. Thus, Table 10 presents the data collected in 2023, divided between data from the EGF (EGF, 2023), from other entities participating in the field of security that has already been characterized previously (Malheiro, *et al.*, 2022).

Table 10 - Status on the implementation of the agenda

Reality in the institutions	EGF 2023			Other 2023			Other 2022		
	Yes	No	Don't know/ resp.	Yes	No	Don't know/ resp.	Yes	No	Don't know/ resp.
The training plans include the principle of non-discrimination between women and men and the promotion of equality between men and women.	100%	0%	0%	86%	10%	5%	33%	0%	67%
The institution shall promote participation in training on equality between women and men.	88%	0%	13%	62%	29%	10%	50%	0%	50%
Sectoral policies reinforce the principle of equality between men and women.	88%	0%	13%	71%	14%	14%	67%	17%	17%
The promotion of equality between women and men is included in the goals of the head of the institution.	75%	0%	25%	67%	19%	14%	67%	0%	33%
Equality between women and men is expressed in internal documents.	75%	13%	13%	81%	10%	10%	67%	0%	33%
The institution encourages the increase of men and women in activities in which they are underrepresented.	75%	13%	13%	71%	24%	5%	17%	0%	83%
Internal and external communication considers the principle of non-discrimination based on sex and the use of neutral grammatical forms.	75%	25%	0%	52%	38%	10%	33%	0%	67%
Strategic planning explicitly mentions equality between women and men.	75%	25%	0%	57%	24%	19%	83%	17%	0%
The policies and procedures in place show clear standards of non-discrimination, protection of rights, and equality.	75%	13%	13%	62%	19%	19%			



Gender approach in the gendarmeries: the Guardia Nacional Republicana

The police service/institution/mission is oriented toward gender crime prevention and community safety.	75%	25%	0%	62%	19%	19%	
There is a clearly understood and used process for responding to gender-based violence (GBV), including homophobic and transphobic crimes.	75%	0%	25%	43%	33%	24%	
The institution gives information on the rights and duties of male and female workers in terms of equality and non-discrimination based on gender.	63%	13%	25%	67%	24%	10%	0% 17% 83%
The institution has drawn up rules on respect for the dignity of women and men in the workplace.	50%	25%	25%	67%	19%	14%	83% 0% 17%
Gender has been included in all phases of planning.	50%	50%	0%	48%	38%	14%	
Organisations/institutions/mission develop research on gender equality and use this knowledge.	38%	50%	13%	43%	43%	14%	
The institution has a plan to implement the WPS agenda.	25%	50%	25%	38%	48%	14%	67% 17% 17%
There are specialized police/institution/mission services (units, counters, or commissions) to deal with violence against women and girls (VAWG), homophobic and transphobic crimes accessible, used, and effective.	25%	75%	0%	19%	67%	14%	
There are effective internal and external control and oversight mechanisms to monitor and promote gender equality.	25%	63%	13%	29%	52%	19%	
The Institution allocates a percentage of the budget for the implementation of actions related to the WPS agenda.	13%	50%	38%	29%	52%	19%	83% 0% 17%
The institution has included a gender perspective in its budgeting.	13%	50%	38%	24%	62%	14%	50% 0% 50%
Policing institutions/mission policies and procedures are monitored for responsiveness to gender equality.	13%	75%	13%	52%	38%	10%	
There are obstacles or impediments for female or LGBTQIA2S+ personnel to remain or advance in the police service/institution/mission.	13%	75%	13%	14%	62%	24%	
Discrimination, intimidation, harassment, or abuse within the police/institution/mission is minimized or tolerated.	13%	88%	0%	24%	62%	14%	
Recruitment processes are targeted at lesbian, gay, bisexual, trans, and intersex women and LGBTQIA2S+ people.	0%	88%	13%	19%	62%	19%	
There are safe spaces for women and LGBTQIA2S+ professionals to support each other and seek guidance and counselling together.	0%	100%	0%	24%	62%	14%	

Source: Structured interviews with EGF institutions and others in the EU security field in 2023.

Note: In 2022 the script contemplated fewer issues, which is why there are some factors without information.

The study in Table 10 shows that the only statement that obtained unanimity in a cluster of interviewees (interviewees from missions and EGF institutions) concerns the fact that the training plans include the principle of non-discrimination between women and men and the promotion of equality between men and women. Still, looking at the model institutions, institutions with the agenda fully implemented in 2022, this statement was only a reality for 33% of such institutions.

Observing the most differentiated results between the EGF and the institutions with the agenda fully implemented in 2022, the largest percentage differences are found in the factors: the institution encourages the increase of men and women in activities in which they are underrepresented, and the institution disseminates information on the rights and duties of male and female workers in terms of equality and non-discrimination based on sex. For



example, on this last factor, none of the 2022 model institutions says they have this reality, however for most EGF institutions this statement is true.

In the opposite field (elements less present in the EGF than in institutions with the agenda fully implemented in 2022) we have statements such as: the institution allocates a percentage of the budget for the execution of actions related to the WPS agenda and the institution has the plan to implement the WPS agenda. In this case, the model institutions in 2022 underline these two elements as being a reality, and for most EGF institutions this still does not happen, highlighting the importance of reinforcing this field.

Looking now at the statements that in percentage terms most difference between the EGF institutions and the other participating institutions in 2023, the factors emerge: the institution promotes participation in training on gender equality, and there is a clearly understood and used process to respond to gender-based violence, including homophobic and transphobic crimes. For the significant percentage of EGF institutions such elements are present, but for the other institutions, although they are also noted, they have lower percentages.

Focusing the examination on the statements present in the other institutions (2023) and less present in the reality of the EGF arise: there are safe spaces for women and LGBTQIA2S+ professionals to support each other, seek guidance and advice together, and the policies of the institutions/mission and policing procedures are monitored for responsiveness on gender equality.

In addition, it is also verified that none of the EGF institutions responds yes to the statement: recruitment processes are directed to women and LGBTQIA2S+ people. Regarding this statement, there are no data from 2022 and even in other institutions taking part in the study in 2023 it is not an absolute reality, but it should be subject to future monitoring.

Finally, we tried to show the three statements with percentages of YES equal to or greater than 80%. For the EGF training plans include the principle of non-discrimination between women and men and the promotion of equality between men and women; the institution promotes participation in training on equality between women and men and sectoral policies reinforce the principle of equality between men and women. For the model institutions of the 2022 study are: strategic planning explicitly mentions equality between women and men; the institution has drawn up rules on respect for the dignity of women and men in the workplace; the institution allocates a percentage of the budget to the



implementation of actions related to the WPS agenda. For the other institutions that took part in the study in 2023, only two statements stand out with YES percentages above 80%, which are: equality between women and men is expressed in internal documents and training plans including the principle of non-discrimination between women and men and the promotion of equality between men and women.

Despite the relevance of the data collected previously, it was intended to use the knowledge of the key actors to question them about the degree of importance of a set of statements that can reinforce the implementation of the agenda, regardless of whether they are still a reality in their organization. The next division of text is dedicated to this densification of results.

Key factors for implementation

The search for the identification of the most relevant actions for the implementation of the agenda led to the choice of the importance scale falling on an even scale, to reduce the tendency for more central responses, Table 11.

Table 11 - Importance of factors for the adoption of the agenda

Key factors in implementation	EGF		Other 2023		Other 2022	
	MEAN [M]	Standard deviation [σ]	MEAN [M]	Standard deviation [σ]	MEAN [M]	Standard deviation [σ]
Include the promotion of equality between women and men in the goals for the head of the institution.	3.38	0.70	3.25	0.89	3.08	0.64
Promote participation in training on equality between women and men.	3.33	0.47	3.42	0.75	3.08	0.76
Disseminate information on the rights and duties of male and female workers in terms of equality and non-discrimination based on gender.	3.29	0.45	3.16	0.87	3.00	0.74
Expressly mention equality between women and men in internal plans and reports.	3.25	0.66	3.11	0.85	3.00	0.60
Publish written rules on respect and dignity of women and men in the workplace.	3.14	0.83	3.26	0.96	2.91	0.67
Include the principle of non-discrimination between women and men and the promotion of equality between men and women in training plans.	3.00	0.76	3.25	0.89	3.27	0.75
Prepare and implement a plan to promote the goals of the WPS agenda.	3.00	0.93	2.95	1.1	2.83	0.90
Encourage the increase of men and women for activities in which they are underrepresented.	2.88	0.60	3.10	0.83	2.91	0.79
Allocate a percentage of the budget for the implementation of actions related to the WPS agenda.	2.80	0.75	2.78	1.08	2.45	0.66
Adopt the gender perspective of budgeting.	2.80	0.75	2.63	0.98	2.50	0.67
Sectoral policies that promote the WPS agenda.	2.71	0.70	2.95	0.97	2.83	0.69
Include the principle of non-discrimination based on sex and the use of neutral grammatical forms in internal and external communication.	2.67	0.94	2.79	1.06	2.64	0.77
Explicitly mention gender equality in strategic planning.	2.67	0.94	2.85	1.15	3.09	0.79

Source: Structured interviews with EGF institutions and others in the EU security field in 2023.

Scale: 1= Not important; 2= Not particularly important; 3= Important 4=Particularly important.



As can be shown by studying Table 11, for the EGF institutions, seven statements obtained averages equal to or higher than 3, a fact that was repeated for the other participating institutions in 2023. In the case of institutions with the agenda fully implemented in 2022 (column other 2022) there were six.

However, looking at the statements that got the best score, the scenario is different. For example, while for institutions with the agenda fully implemented in 2022 the statement considered to be the most important ($M=3.09$; $\sigma =.79$) was to explicitly mention equality between women and men in strategic planning, for EGF institutions, this statement was the least relevant of all ($M=2.67$; $\sigma =.94$).

In the opposite direction (higher averages in EGF than in institutions with the fully implemented agenda), we have statements such as: allocating a percentage of the budget for the execution of actions related to the WPS agenda (EGF, $M=2.80$; $\sigma =.75$ / Other 2022, $M=2.45$; $\sigma =.66$); disseminating information on the rights and duties of male and female workers in terms of equality and non-discrimination based on sex (EGF, $M=3.29$; $\sigma =.45$ / Other 2022, $M=3.00$; $\sigma =.74$); including the promotion of equality between women and men in the objectives for the institution's manager (EGF, $M=3.38$; $\sigma =.70$ / Other 2022, $M=3.08$; $\sigma =.64$).

The comparison between the EGF and the other security institutions (2023) shows that, for the EGF, the statement encouraging the increase of men and women for activities in which they are underrepresented, does not reach a mean of important ($M=2.88$; $\sigma =.60$) but in the other institutions the mean is already important ($M=3.10$; $\sigma =.83$). This pattern is like that found in including the principle of non-discrimination between women and men and the promotion of equality between men and women in training plans. However, in this case we are facing values higher than what was designated as being important (3), but still it is one of the largest differences in averages between the institutions of the EGF and the other participating entities in 2023 (EGF, $M=3.00$; $\sigma =.76$ / Other 2023, $M=3.25$; $\sigma =.89$), which is why it may be relevant to equate changes in this element.

The final analysis relates to the statements: allocating a percentage of the budget for the implementation of actions related to the WPS agenda and adopting the gender perspective of budgeting. All interviewee clusters have averages below 3, which would not be expected in view of some studies that point out the importance of resources in implementation (UN, 2015; UN Women, 2020). Of course, the resources are not only the budget, but the truth is that, as discussed in the previous division, for 83% of the institutions

that had the agenda fully implemented in 2022, the allocation of a percentage of the budget for the execution of actions related to the WPS agenda was a reality. In this context, it seems relevant to densify the discussion of this paradoxical result with other elements of information, such as those that are taken from the open suggestions of the interviewees and that are analysed below.

Suggestions for implementing the agenda.

The first question asked to obtain more general contributions asked for information about the main challenges that the agenda faces in the field of motivation for its implementation. Figure 1 aims to highlight the main elements obtained and analysed using the Tree cloud.

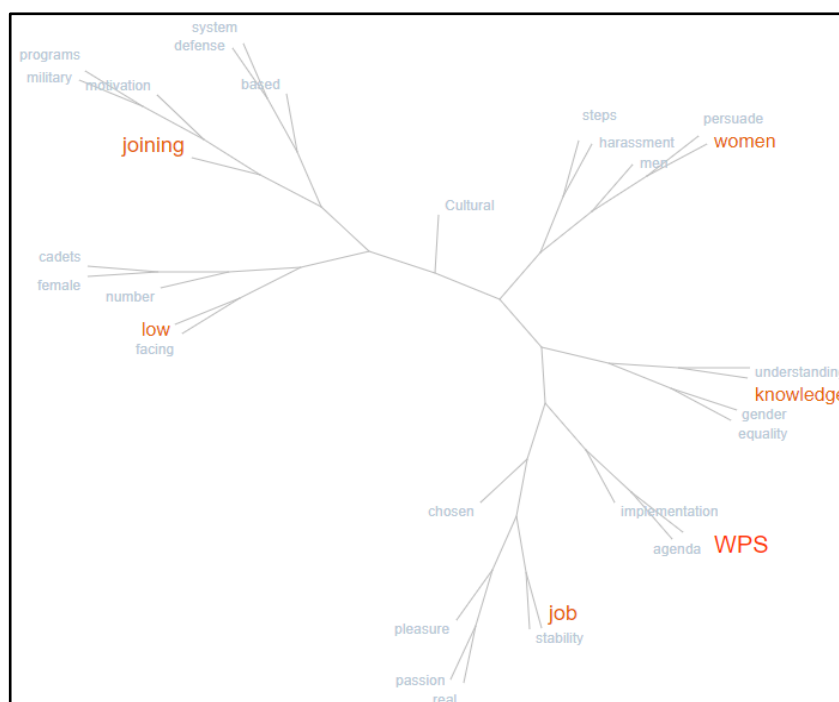


Figure 1 - Analysis using the Tree cloud

Source: Structured interviews with EGF institutions and others in the EU security field in 2023.

The analysis of the figure emphasizes an element that has been mentioned during the research: the importance of data or information collection on this topic, translated into the figure by the emphasis given to understanding and knowledge about gender equality.

A second element that stands out is the low participation of women in training programs for admission to institutions (e.g., cadets), which will necessarily continue to mean a low participation in future interventions of the institution, namely at the service of the EGF.



In addition, it is also important to highlight the reference to the cultural issue and the need to continue to move towards the adaptation of military programs, increasing the motivation for women to take part with the guarantee that they will not be subject to any type of victimization (for example, harassment).

Focusing the analysis only on the institutions of the EGF, in addition to the earlier elements, we find two arguments that stand out. The first concerns the suggestion of a mission commander on the aegis of the EGF that women should be encouraged to take part in missions. The second element highlighted was a contribution from the EGF command with the statement: encourage Member States to promote the WPS agenda in future assignments for the PHQ and missions. Again, the need to work this part at the national institutional level is clear, so that the results can later be a reality with the participation in crisis management missions.

Detailing the analysis, it was asked what elements can improve the implementation of the agenda. The suggestions of the EGF institutions are related to infrastructure updates, allocation of resources by Member States, training, expanding the range of candidates in recruitment, and defining a plan for the adoption of the WPS agenda. These suggestions are also emphasized by other institutions that have been interviewed.

The EGF institutions were also asked what social norms about gender (including masculinity) the police service supports or perpetuates. Notoriously, the interviewees were more contained in the answers, but, even so, parenting was mentioned.

The last question allowed the interviewee to add elements considered relevant to this topic. The element that is considered relevant to highlight on the part of EGF interviewees is: these issues will only be fully overcome with a very solid human formation and education. The police must take this factor into account when recruiting. In short, the institutions know the importance of the agenda, but they note that the challenges of its implementation are due to the institutions that provide the resources for crisis management missions.

2.5 Conclusions

The main goal of this article was to study implementation of the WPS agenda in gendarmerie interventions occurring under the aegis of the EGF. The study began with an understanding that the changing complexity of post-war conflict forced all actors to adapt, leading to the emergence of some new organisations and redefinition of their roles for others.



Objectively, the EGF has appeared to fill the gaps in public security and deployment capability, asserting itself as a unique EU instrument for crisis management.

This development was clearly a response to new types of conflicts and new transnational threats and, therefore, distinctive elements were incorporated into the EGF as a military command subordinate to a civilian authority. The EGF is a flexible structure, made up of separate elements or forces, but is always based on the unique concept of a gendarmerie.

Analysis of the EGF security structure, created in the 21st century, also revealed a need to continue to think about and refine its organisation, particularly because it does not incorporate elements crucial in most modern peacebuilding processes; for example, structures focused on gender equality and implementation of the WPS agenda. This stems from a lack of any specific structures to address the issue of gender, at any level; although the EU advocates that the gender perspective should be included in all aspects of an operation.

Based on structured interviews conducted in 14 European countries with a total of 24 security-related organisations, including 6 linked to the EGF, we sought to identify elements that reinforce existing evidence in the literature regarding how the gender issue can be reinforced in the EGF.

Our results show that most EGF institutions have feminisation rates below 10% and, in EGF missions, this rate is 5%. However, there is a lack of information on the number of participants in events related to the WPS agenda, the number of training/research actions related to the agenda, and the percentage of women candidates for missions.

It was also possible to verify that in institutions in which the WPS agenda was fully implemented, a percentage of the budget was allocated to the execution of measures related to the agenda and a plan was in place for its implementation, whereas for most EGF institutions this is not the case. Likewise, statements such as ‘there are safe spaces for women and LGBTQIA2S+ professionals to support each other, seek guidance and advice together’ and ‘the policies of the institutions/mission and policing procedures are monitored for responsiveness on gender equality’ did not apply at the EGF, unlike the other institutions interviewed in 2023.

For institutions in which the WPS agenda was fully implemented in 2022, the statement achieving the best score was to explicitly mention equality between women and men in strategic planning. However, for the institutions making up the EGF, this statement achieved the worst result. For the statement encouraging an increase in men and women in



activities in which they are underrepresented, the EGF institutions do not consider this an important goal, unlike the other institutions interviewed in 2023.

Data from the open responses highlight the importance of consolidating implementation of the WPS agenda at the national institutional level so that it becomes a reality in future the EGF crisis management missions. In addition, the need for improvements in infrastructure, allocation of resources by Member States, training, diversification of the range of candidates in recruitment, and an WPS agenda implementation plan are also emphasised.

To summarise an answer to the question that led to this study (what arrangement of independent variables can contribute to increasing the adoption of the WPS agenda in the institutions that constitute the EGF?) it is considered relevant that the main embargoes on innovation and adoption of the agenda in the institutions comprising the EGF result from: (a) limitations in the institutions that make up the EGF, from low rates of feminisation to a lack of data and knowledge on some topics (*e.g.* percentage of women candidates for missions), implying that this fragility is perpetuated in the actions of the EGF; (b) lack of a plan to implement the agenda; (c) lack of resources, material resources and/or structures dedicated exclusively to gender; and (d) lack of incorporation of the gender perspective in all dimensions of planning, especially strategic planning.

With regard to theoretical and policy contributions, the analytical model presented in this article has a crucial role in improving this field by facilitating rigorous testing at both the national and institutional level. In terms of policy contributions, it is essential to emphasise incorporation of the four elements that we used to address the research question. These considerations must be carefully integrated into the design of future institutional plans to ensure their effectiveness and impact. The main research limitation in this work is related to the fact that the current study does not cover the entire topic of gender equality, our focus was on the WPS agenda. In this regard, future research should extend the scope to other areas of gender.

Declaration of conflicting interests

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3. Chapter III – Article 2



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Exploring Gender Perspectives Among Gendarmerie and Army Cadets at the Portuguese Military Academy: A Comprehensive Analysis

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Abstract

This study analyzes the Gendarmerie and Army cadets' gender-related matters within the Portuguese Military Academy (PMA), drawing from a survey conducted among over 400 cadets enrolled in that institution during 2022. By conducting a descriptive analysis of original survey data, this research seeks to identify emerging indicators that shed light on shifts within institutional leadership.

The focus is on cadets' opinions concerning gender equality and its implementation process. Comparison and discussion of contemporary findings with those from earlier surveys, conducted with cadets who attended the PMA in 2016, provided valuable insights.

The results primarily reveal that secondary socialization patterns among gendarmerie cadets are not significantly distinct from those observed in the Army. Notably, within the



Gendarmerie, the military context emerges as a significant influencer in advocating specific agendas, such as the Women, Peace, and Security (WPS) Agenda.

A noteworthy discovery emerges from the fact that 40% of the surveyed cadets expressed reservations about assigning women to combat roles. This underscores the imperative to consistently monitor dimensions aimed at aligning institutional decisions and internal communication.

Overall, the responses offered by cadets underscore the urgency of addressing institutional barriers, fostering inclusive training, and challenging traditional gender norms to facilitate substantive advancements in the pursuit of gender equality measures.

Keywords: leadership; equality; cadets; women; peace and security agenda

3.1 Introduction

The Women, Peace, and Security Agenda (WPS) was established in 2000 with the adoption of the United Nations Security Council Resolution (UNSCR) 1325, signifying a crucial milestone in the global regulation of gender within security institutions (OCHA, 2023). This resolution urges Member States to actively advance women's participation at all decision-making levels in endeavors aimed at upholding and fostering peace and security, particularly in the context of peacekeeping missions.

UNSCR 1325 represents a pivotal turning point, manifesting the relevance of women and a gender perspective in peace-related initiatives. Over the years, the Security Council has refined the agenda's objectives through nine subsequent resolutions (Davies & True, 2019). Comprising four foundational pillars, UNSCR 1325 addresses: (i) the role of women in conflict prevention; (ii) women's engagement in peacemaking and peacebuilding; (iii) the safeguarding of women's rights during and after conflict; and (iv) the consideration of women's distinct needs throughout repatriation, resettlement, rehabilitation, reintegration, and post-conflict reconstruction.

Building upon these foundational principles, the Security Council has adopted additional resolutions to fulfill two principal objectives: (i) fostering active and effective involvement of women in peace operations through UNSCRs 1889 (2013), 2122 (2013), 2242 (2015), and 2493 (2019); and (ii) preventing and addressing conflict-related sexual violence against women through UNSCR 1820 (2008), 1888 (2009), 1960 (2010), 2106 (2013), and 2467 (2019). Of note, UNSCR 1820, ratified in 2008, acknowledges that sexual



violence, when employed as a tactic of warfare, poses a significant threat to international peace and security. The ongoing global conflicts serve as a testament to the veracity of this claim, even in cases where information on the matter may be lacking (<https://dppa.dfs.un.org/en/women-peace-and-security>).

The significance of this agenda is conspicuous through the adoption of ten resolutions since 2000, underscored even more by the active engagement of 107 United Nations member states that have embraced National Action Plans (NAPs) to actualize the agenda's principles on a national scale (NAPs, 2023). Furthermore, selected countries have proactively formulated and executed numerous NAP initiatives; a notable example is Portugal, which has successfully implemented three distinct plans (Council of Ministers Resolutions n° 71/2009; n° 50/2014 and n° 33/2019). Portugal's significance in this context is also underscored by its status as an EU member state. It not only aligns with UN directives but also adheres to EU guidelines and policies. These directives underscore the fundamental principle of inherent gender equality, emphasizing the inalienable rights to life, liberty, and the pursuit of happiness for both men and women (Abels & Mushaben, 2012). Additionally, these guidelines stress the importance of fostering balanced participation in decision-making processes in all Union activities.

In Portugal, NAPs serve as a strategic internal and external document that drives measures to concretize women's participation within peace and security processes (MDN, 2023). The mentioned three action plans were developed and enacted at the national level, initially encompassing overarching measures for all institutions, followed by more recent iterations with refined and specific criteria. These National NAPs are subsequently differentiated, at least across certain sectors. For instance, the Ministry of Defence (MoD) consistently breaks down the measures for each branch – Navy, Army, and Air Force. However, in contrast, the Ministry of Interior (MoI) does not possess a dedicated plan for entities within the sector (e.g., Portuguese Gendarmerie (GNR) and Public Security Police (PSP)).

Amidst shared documents and methodologies for the adoption of the WPS agenda, available data suggests that achieving the initial objectives of this initiative remains a challenge. A few indicators, such as feminization rates, show signs of regression (DNDR, 2020), and even the latest resolutions (e.g., UNSCR 2493/2019) emphasize the need for fortified implementation and vigilant progress monitoring. The limitations in adopting the agenda are multifaceted, encompassing factors like resource scarcity, the absence of



dedicated structures, and potential deficiencies in leadership commitment (UN, 2022). The importance of engagement from decision-makers stands as a pivotal point reiterated in substantial research (Davies & True, 2019), as well as underscored in the Secretary-General's report (UNSC, 2022).

In this context, the present study examines the perspectives of Gendarmerie and Army cadets regarding gender-related matters within the PMA. Given that the PMA provides instruction to both these forces, the GNR, overseen by the MoI, and the Army, under the purview of the MoD, it becomes crucial to discern whether divergent viewpoints on gender issues exist among cadets. It is noteworthy that the GNR and Army hold distinct roles and functions within Portugal's security framework. The GNR embodies a dual institution that combines a comprehensive spectrum of policing and some military roles, thereby granting it unique capabilities to engage across various conflict types, including scenarios of warfare. Its capacity to collaborate with the Armed Forces and other law enforcement entities and security services further enhances its versatility. Operating as a militarized security force, GNR's jurisdiction spans the entire national territory, encompassing territorial waters up to 12 nautical miles. It acts as a bridge, fostering coordination between the Armed Forces, other law enforcement agencies, and security services, enabling it to effectively manage a wide array of domestic and international conflicts. By fulfilling both law enforcement and specific military missions in conjunction with the Armed Forces, GNR distinguishes itself from other police forces.

On the other hand, the Army's primary focus is on conventional military responsibilities and national defense, forming a cornerstone of Portugal's defense and security infrastructure and contributing to global and regional stability. Another historical linkage between the Army and GNR is the fact that several high-ranking GNR commanders were originally from the Army. Notably, these commanders underwent training and fulfilled roles within the Army before attaining the rank of General. Conversely, Senior Officers (Majors, Lieutenant Colonels, and Colonels) within the GNR possess specialized functional expertise but were not authorized by law to ascend to the rank of General. The interaction between Army and GNR is not entirely one-sided, as evidenced by instances of generals transitioning from the Army to GNR and vice versa. A recent illustration involves the former Deputy General Commander of GNR, who subsequently assumed the role of the Army's commander-in-chief upon returning to the Army.



This limitation stemmed from historical practices, as GNR officers were not formerly trained at the Military Academy, and legislative constraints barred them from ascending to the rank of General. However, this restriction is set to change soon, as evidenced by recent developments. In August 2023, two officers who graduated from the PMA were appointed as Lieutenant-Generals, with one assuming the role of Deputy General Commander and the other becoming a General Inspector. The prevailing anticipation is that one of these officers will ascend to the position of General Commander by September 2023. In terms of cadet training, both the GNR and Army follow distinct yet concurrent programs at the PMA, each tailored to their respective roles within the security landscape. To reinforce the conclusions drawn from this investigation, we conducted a comparative analysis of these research findings with prior studies on the perceptions of GNR and Army cadets (Bessa & Malheiro, 2020; Carreiras *et al.*, 2020; Malheiro *et al.*, 2022). These research outcomes bear significance, offering valuable recommendations and insights that extend not only to analogous European forces such as the French Gendarmerie or the Italian Carabinieri but also as part of a broader project aimed at developing an integrated approach to gender within gendarmeries. This endeavor is based on the unified innovation model in public policies (Berry & Berry, 2018). The choice of this analytical model was prompted by the scarcity of scientific inquiry into the subject matter, with previous scholars adopting the same model for similar issues (Malheiro, 2020; Malheiro *et al.*, 2022). This model serves as an explanatory framework, delineating an integrated approach to gender in gendarmeries, focusing on independent variables such as motivation, resources/obstacles, other policies, and the external environment (Berry & Berry, 2018). Through a descriptive analysis of original survey data among cadets, who represent the future leadership, this study investigates their viewpoints on gender equality and the implementation process, with a particular emphasis on the motivation variable.

The article is structured across five sections: the first section examines the security institutions; the second section presents the state of the art within the field; the third section offers a comprehensive explanation of the research methodology employed; the fourth section showcases the results and responses to the research question; finally, the fifth section explores the theoretical and practical contributions of the study, while also delineating potential avenues for future research.



3.2 Lead in the Gendarmeries and Armed Forces

The contemporary challenges faced by leaders in today's world mirror those encountered by institutions at large. However, overseeing the guidance of individuals with establishment associated with the *ultima ratio regum* principle introduces distinct complexities that can affect their ability to exert influence and make decisions (Rosenhead *et al.*, 2019). These complexities arise from the inherent nature of leadership practiced within both physically and psychologically extreme contexts. This is particularly noteworthy within security organizations, which often adhere to a rigid hierarchical structure. A crucial argument arises in the context of these military organizations. Here, the act of exerting influence, tantamount to leadership, can potentially demand the ultimate sacrifice – an individual giving their own life to safeguard others.

Understanding that effective leadership involves the interaction of a leader, their subordinates, and a contextual backdrop (Uhl-Bien *et al.*, 2014), the domain of internal security reveals several dynamics. This domain encompasses (1) Leaders – individuals who are responsible for decisions that might result in physical harm to their subordinates within the context of high-risk military missions; (2) Subordinates – in addition to following stringent disciplinary and ethical codes, these subordinates often find themselves in leadership roles, necessitating a delicate balance between authority and compliance. These roles come with constraints, curbing certain fundamental rights such as freedom of expression and affiliation (Decree-Law No. 30/2017, of March 22nd – GNR Military Statute); and (3) Context – Scholars like Grabmeier (2023), have aptly labeled the operational environment as BANI – "Brittle (or Fragile), Anxious, Non-Linear, and Incomprehensible." This setting adds further layers of complexity to leadership within security institutions. Given this background, it becomes relevant to analyze each dimension and uncover the underlying commonalities that govern leadership within internal security institutions. By focusing our investigation on the GNR, we aim to identify elements within leadership, subordinate roles, and contextual frameworks that either impede or facilitate the adoption of the WPS agenda.

3.3 Leadership in the Portuguese Gendarmerie

GNR leaders operate within an environment characterized by a formal hierarchical structure founded on categories and ranks, namely Commissioned officers, Non-commissioned officers, and gendarmes. Leadership attributes within the GNR are closely



tied to formal power delineated by national laws and statutes. In this regard, within the security domain, particularly in community policing, there exists a pronounced turnover in leadership responsibilities at the lower echelons of the hierarchy. Consequently, the distinct nature of security work necessitates prompt and empowered decision-making regardless of one's rank. This aspect is also discernible in certain tasks/missions within the Armed Forces, where team decisions may lack structured sharing of responsibilities and where effective leadership performance at lower tiers of the hierarchy becomes pivotal. Special Operations Forces (SOF), as studied by Mendenhall (2017), exemplify this scenario. The confluence of leadership attributes between the Armed Forces and the GNR is observable in certain contexts, as previously highlighted.

To the best of our knowledge, there exists a significant gap in systematic scientific knowledge concerning leaders operating within internal security institutions across various service levels and contextual settings. An exploration into gendarmeries and leadership through Scopus-indexed publications in late 2022 yielded just eight documents. Regrettably, some of these documents only tangentially relate to our investigative focus. Among the limited scientific studies that diverge from traditional perspectives on leadership within the Portuguese Gendarmerie is the work of Bessa (2015). This study encompassed senior officers in active service, on reserve duty, and retired, along with all GNR cadets who attended the PMA in 2010. The study underlined several key points, including the diverse social backgrounds of senior officers, a majority having no familial affiliations with the GNR, and the pursuit of positions within the permanent staff as a motivating factor for joining the organization. While expressing dissatisfaction with certain policies, these senior officers reported contentment with their daily routines and working conditions. Elements identified by Bessa (2015) found replication in subsequent studies (Carreiras et al., 2020), thereby reinforcing the validity of these findings. Consistent outcomes underscore the significance of studying cadets as a “laboratory” for shaping enduring institutional proposals to steer future changes and adaptations.

3.4 Subordinate versus leader in the Portuguese Gendarmerie

A distinct aspect of military leadership lies in the inherent interchange between leadership and being led, a principle that applies even to the highest ranks within the institution. This fundamental understanding underscores the pervasive nature of obedience, which appears to be fostered across a wide spectrum, be it through the GNR military statute



or through continuous socialization. The mechanisms employed to cultivate and solidify obedience are not meant to diminish the significance of leadership, particularly in addressing specific demands within extreme circumstances. Rather, their purpose is to emphasize that the emphasis on obedience varies across different military institutions. It is essential to recognize, however, that a pivotal facet of effective leadership is the ability to influence and instill enthusiastic commitment in followers, as opposed to merely eliciting reluctant compliance. Moving to the sociological depiction of the GNR as of late 2021, this organization comprised 841 senior officers, 2,337 non-commissioned officers, and 19,161 soldiers. Gender distribution reveals approximately 10 male officers for every female officer, with a growing feminization rate reaching 9.13%, reflecting a rise of 0.37%. Furthermore, 54.56% of the workforce holds secondary education qualifications.

The GNR places a strong emphasis on the fact that 96.58% of its personnel have completed military service within the armed forces. The organization underscores obedience to six core values: knowledge and innovation, unity, competence, loyalty, discipline, and transparency. Notably, loyalty often translates into unwavering obedience to orders, while discipline signifies the obligation of obedience. This distinction gains prominence as other military institutions typically do not express the concept of obedience with such precise clarity. For example, the Portuguese Army also upholds the values of loyalty and discipline, but the explicit term "obedience" is less commonly found in their descriptors. In this context, studying leadership within the GNR extends beyond the simple examination of leaders and their followers. A comprehensive analysis necessitates an exploration of the broader context and institutional framework that shapes and influences leadership dynamics.

3.5 The context of leadership in the Portuguese Gendarmerie

The GNR played a pivotal role in triggering the Portuguese Revolution on April 25, 1974, a watershed event that dismantled the dictatorial regime and set the nation on its initial course toward democracy. The endurance of the authoritarian rule for over four decades likely contributed to the significance of obedience within the Portuguese institutional culture. According to Devroe et al. (2017), the maintenance of discipline within gendarmerie-type organizations rests upon a foundation of strict hierarchical command structures and comprehensive disciplinary codes, reinforced by sanctions targeting deviations from the norm. Freire (2003) lends credence to this argument, while Bessa (2015) goes deeper, emphasizing the distinctive attributes associated with the firm control over



gendarmes. This control hinges on secondary socialization during basic training, designed to subsume individuality in favor of the collective. The diversity within the military and gendarmerie, particularly as they approach the fifty-year mark since the revolution that ushered in democracy in Portugal, manifests uniquely, influencing the conceptualization and application of leadership. A case in point is the cross-pollination of leadership roles between the Chiefs of Staff of the Portuguese Army and General Commanders of the GNR. This interaction yielded disparate interpretations of obedience, notably evident in shaping institutional missions, visions, and values. This divergence extended to matters of gender equality, evidenced by the GNR's lag in this aspect (Carreiras et al., 2022). This divergence is reflected in lower rates of feminization and comparatively weaker gender-related policies with fewer resources (Malheiro et al., 2022). Both the Army and GNR grapple with a shared context of hyper-masculine leadership (Carreiras, 2010), which in turn presents challenges for embracing agendas like WPS (Trojanowska, 2021).

Moreover, discrepancies in societal assessments of diversity within these institutions and the dynamics of promotions remain a complex endeavor (Ralston & Spindel, 2022). However, the trajectory of equality, particularly in the context of WPS, hinges upon the unequivocal dedication of leadership (Naraghi-Anderlini et al., 2022). In essence, extant research underscores the criticality of dismantling exclusionary discourse to foster inclusivity and a more profound comprehension of constraints and requisites linked to agendas like WPS (Greener, 2020; Reis & Menezes, 2020). Yet, the dominant influence of institutional context during secondary socialization in military higher schools remains an obstacle. Despite this assertion, the dominance of institutional context during initial training in military higher schools is an aspect that warrants exploration. Consequently, conducting fieldwork emerges as an imperative to juxtapose GNR cadets' perceptions of gender equality vis-à-vis those of their Army counterparts.

3.6 Materials and methods

The ontological framework of the research project adopts a relativist perspective (Sherratt & Leicht, 2020) while its epistemological foundation aligns with interpretivism (Saunders *et al.*, 2019). The primary investigation employs a hypothetical-deductive approach, centered around the hypothesis proposed by Berry & Berry's (2018). This model serves as a guide to comprehensively explore factors contributing to gender equality



promotion within gendarmeries/GNR, encompassing variables such as motivation, resources/obstacles, other policies, and the external environment.

This segment of the study presents original survey findings, aimed at enhancing our understanding of the model's variables. To facilitate comparative analysis, a mixed strategy was adopted, allowing for comparisons with another institution, the Portuguese Army. The rationale behind selecting these two units of analysis lies in the shared attendance of the same Military Academy by future leaders of both institutions, despite their differing academic backgrounds and training.

Data collection for variable analysis encompassed structured and semi-structured interviews and questionnaire surveys conducted at various time points. Initial data collection took place in 2016, involving all cadets undergoing training at Portugal's Military Schools of Higher Education (Naval School, Military Academy, and Air Force Academy). Partial results were disseminated through distinct articles (Bessa & Malheiro, 2020; Carreiras *et al.*, 2020). Subsequent interview surveys were conducted in early 2022 across 26 security and defense institutions in 12 European countries, with partial results shared in the academic community (Malheiro *et al.*, 2022). The final data collection occurred in December 2022, encompassing all cadets at the PMA. The questionnaire was structured into three sections: participant characterization, integration and recruitment, and pertinent factors influencing the implementation of the WPS agenda. Consequently, this article constitutes the culminating piece of a robust three-article research endeavor.

To ensure data comparability and methodological reliability, the questionnaire was bifurcated into two main sections. One section aimed to replicate the 2016 data collected at the Military Academy, while the other facilitated comparisons with data from the 26 European institutions. To enable international comprehension, the survey was designed and executed in English, undergoing a pre-test with 20 students. Google Forms served as the data collection tool, and cadet responses were verified through a dedicated email channel during the process. This validation yielded 408 valid responses, constituting 82.42% of the total population. Detailed cadet participation information, categorized by gender and institution, is available in Table 12. Within the Army, only 59.02% of female cadets participated in our surveys. However, the overall response rate ensures the study's analytical integrity remains unaffected.

**Table 12 - Universe and response rates**

	Total of cadets	Cadets who participated	Response rates
MA - Army	344	261	75.87
Female cadets	61	36	59.02
Male cadets	283	224	79.15
Prefer not to disclose	No information	1	
MA - GNR	151	147	97.35
Female cadets	24	21	87.50
Male cadets	127	125	98.43
Prefer not to disclose	No information	1	
	495	408	82.42

Source: Survey conducted in 2022 to GNR and Army Cadets enrolled in respective courses at the Military Academy.

We employed the Social Package for Social Sciences (SPSS) software for data analysis, as outlined in Pallant's (2020) work. Moreover, Tree Cloud software was utilized to address open-ended inquiries (Malheiro *et al.*, 2023). Although our study maintains a cross-sectional design, it effectively incorporates elements reminiscent of longitudinal studies. This is exemplified through the administration of questionnaire surveys to cadets in both 2016 and 2022.

3.7 Results

Characterization

Table 12 illustrates that GNR constitutes approximately 30% of the total cadet population undergoing training at the PMA. The feminization rate stands at around 16%, specifically 13.9% within the GNR and 17.7% within the Army. These percentages hold significance, surpassing the current figures in both institutions. For instance, the GNR presently maintains an overall percentage of 9%, while the Army hovers around 11%. Concerning age distribution, it comes as no surprise that 96% of cadets fall within the 18 to 25-year-old bracket, aligning with the age restrictions imposed for admission to the Military Academy. A pervasive trend is observed as nearly all cadets originate from Portugal and have completed their education up to the 12th grade. However, around 19% of cadets claim to possess a university degree acquired prior to enrolling in the Academy.

Shifting the focus to respondent characterization, the distribution of responses per year shows the overall response rate, fluctuating between a minimum of 79% in the inaugural year and peaking at 88% in the subsequent year. Evaluating responses based on institutional



affiliation, GNR participants demonstrated greater engagement at 97%, in contrast to the Army respondents at 76%. A vital facet of characterization pertains to respondents' self-assessment of their grasp on gender equality matters. The outcomes reveal that 19.3% claim to engage extensively in considering avenues to foster discourse on the subject, signifying a commendable level of comprehension and capacity for argumentation. Conversely, 18.3% position themselves at the nascent stage of knowledge acquisition. The intermediary categories garnered the most endorsements, with 27% indicating an applied level of awareness and 35.5% indicating a further level of analytical understanding. While these assessments are self-reported, the data implies that the topic is familiar to most cadets. Nonetheless, there remains a pressing need to sustain the dissemination of knowledge on this subject.

Integration and recruitment

The initial inquiry in the integration-focused session aimed to gauge cadets' evaluations of the ongoing integration of women into the Security Forces, utilizing a scale ranging from 0 (very difficult) to 10 (very easy). An aggregate assessment reveals that cadets are providing ratings surpassing the mean value of 5, indicating that the integration process is generally perceived as not being overly challenging (Mean = 5.61; σ = 2.37). Upon examining these findings across institutions, it becomes evident that GNR cadets exhibit some uncertainty in their classification of female integration (M = 5.38; σ = 2.32), while their counterparts in the Army share a similar stance but with slightly higher averages (M = 5.74; σ = 2.39), signifying a lack of strong convictions on the matter. Deepening the analysis, it becomes apparent that among GNR female cadets, the integration process is deemed difficult (M = 4.57; σ = 2.17), whereas their counterparts in the Army are in a transitional phase between perceiving it as difficult and easy (M = 4.97; σ = 2.16). A parallel trend was previously observed in 2016 (Bessa & Malheiro, 2020), wherein GNR's female cadets viewed integration as challenging (M = 4.33; σ = 2.13). Comparatively, male cadets exhibit greater optimism than their female counterparts, with Army male cadets registering higher averages (M = 5.88; σ = 2.39) than their GNR counterparts (M = 5.12; σ = 2.33).

To elucidate the factors underlying these patterns, we inquired about potential reasons contributing to the difficulties in integrating women into the GNR and Armed Forces (Annex A, Table A1). Examining Figure 2 and Annex A (Table A1), it is discernible that cadets from both institutions, as indicated by the obtained means in the 2022 survey, perceive the



integration of women as complex. This contrasts with the outcomes in 2016 for the same variables. We ascertain that female cadets, in comparison to male cadets, obtained higher mean scores concerning "the performance that women demonstrated in military tasks." Conversely, male cadets obtained higher means in relation to "the way in which male military personnel accepted the presence of women," underscoring differing perspectives on these pivotal matters. When assessing the variable "the spirit of camaraderie between men and women," a decline in mean scores is evident in 2022 compared to 2016 across both institutions. In this context, GNR's female cadets ranked higher in 2022, while male cadets did so in 2016. The opposite holds true within the Army setting.

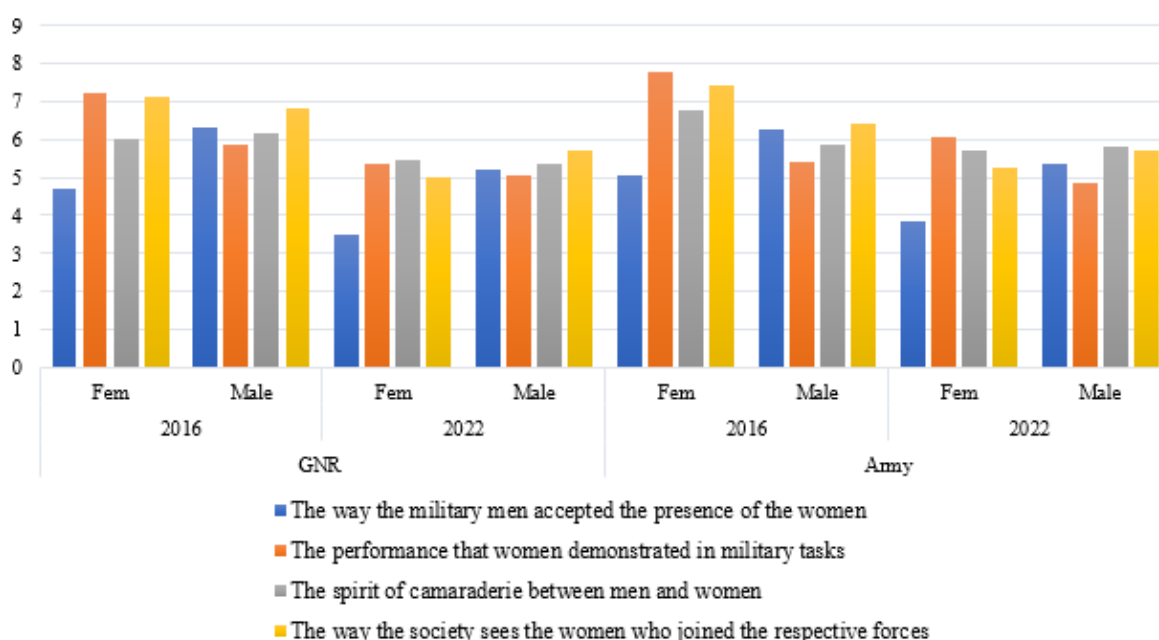


Figure 2 - Integration of Women in the Military Academy

Source: The survey was conducted in 2022 to GNR and Army Cadets enrolled in respective courses at the Military Academy. Scale: 0 = Very Difficult, 10 = Very Easy (Annex A, Table A1).

Figure 2 and Annex A (Table A1) underscores a continuity of findings observed in 2016, revealing that in 2022, Army cadets, much like their 2016 counterparts, generally exhibit a more positive outlook compared to GNR cadets. This assertion is substantiated by higher mean scores in three out of the four variables under scrutiny. This prevailing trend of lower mean scores among GNR cadets is also apparent in the variable "how the military accepted the presence of women." Specifically, female GNR cadets in 2022 return a lower mean ($M = 3.48, \sigma = 1.84$). Across all variables, it is inconclusive to claim that female cadets achieved lower averages than their male peers, excluding the scenarios outlined earlier. In



fact, the highest mean result was also secured by female cadets. Notably, Army cadets demonstrated the highest mean score on the variable "the performance that women demonstrated in military tasks" ($M = 7.77$; $\sigma = 1.73$). Revisiting questions replicated from the 2016 survey, cadets were requested to express their agreement/disagreement on a scale where 1 indicates total disagreement and 5 signifies total agreement. The outcomes, displayed in Figure 3 and Annex A (Table A2), unveil several noteworthy facets. First, the statement regarding "maintaining the number of women" elicited predominantly neutral responses, with mean values hovering around 3. Of paramount significance is the transformation in GNR's female cadets' stance. In 2016, they voiced disagreement, while in 2022, they embraced a more agreeable stance, with mean values skewing towards agreement concerning the notion of sustaining the current number of women. Turning attention to the prospect of "recruiting more women," male cadets consistently registered the highest mean scores of disagreements, irrespective of the year (2016 or 2022) or institution. Conversely, female cadets emerged as proponents of recruiting women, securing the highest levels of agreement in both 2016 ($M = 3.71$; $\sigma = 1.19$) and 2022 ($M = 3.63$; $\sigma = 1.22$).

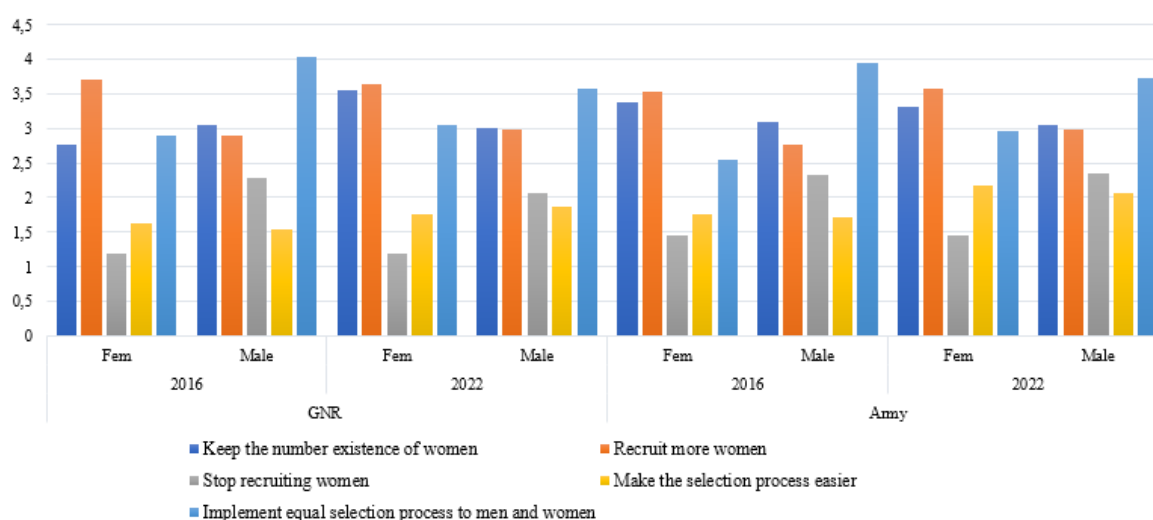


Figure 3 - Cadets' Perspectives on Women's Recruitment

Source: A survey was conducted in 2022 among GNR and Army Cadets enrolled in respective courses at the Military Academy. Scale: 1 = Totally Disagree, 5 = Totally Agree (Annex A, Table A2).

In a broader sense, despite the analyzed year, it is apparent that cadets, particularly female cadets, manifest disagreement regarding the notion of discontinuing the recruitment of women into the GNR and the Army. This inclination towards disagreement is more pronounced among female cadets. Furthermore, cadets uniformly exhibit strong resistance



to streamlining the selection process. Within this context, GNR female cadets exhibited lower mean scores in 2016 ($M = 1.62$; $\sigma = 0.81$) and 2022 ($M = 1.75$; $\sigma = 0.70$), while Army female cadets registered disagreement solely in 2022. It becomes evident that a follow-up investigation is warranted to ascertain whether this represents an isolated instance or potentially hints at a future trend.

Curiously, the outcomes concerning the final statement ("implementation of equal admission tests to the Military Academy for men and women") reveal a dialectical divide. Female cadets predominantly lean towards disagreement or neutrality, whereas male cadets tend to gravitate towards agreement. Upon dissecting the results by institution, it is discerned that GNR cadets secured the highest mean scores of agreement in 2016 ($M = 4.04$; $\sigma = 1.21$), whereas Army female cadets displayed the most notable levels of disagreement in 2016 ($M = 2.54$; $\sigma = 1.10$). In 2022, a notable decrease in the level of agreement among male cadets becomes apparent. Informed by our experience and knowledge, we posit that the position adopted by male cadets could stem from the existence of divergent physical tests for men and women during the selection process.

Regarding the allocation of tasks for women (as delineated in Table 13), our survey yielded the subsequent findings: 59% of cadets advocate for women to undertake all task categories, encompassing combat duties (up from 49% in 2016); 20% endorse their involvement exclusively in administrative-logistical and technical support roles (down from 31% in 2016); and 21% believe that women can engage in operational responsibilities, except for combat roles (up slightly from 20% in 2016).

Table 13 - Roles suited for Women's performance.

	GNR						Army						PMA	PMA
	2016			2022			2016			2022			2016	2022
	Fem	Male	Total	Fem	Male	Total	Fem	Male	Total	Fem	Male	Total		
Only administrative-logistical and technical support tasks	25	36.1	35.8	0	16	14	75	63.9	64.2	0	28	24	31	20
Operational tasks, except for combat tasks	47.1	41.1	42.2	0	22	19	52.9	58.9	57.8	8	23	22	20	21
All kinds of tasks, including combat ones	44.4	34.8	36.3	100	62	67	55.6	65.2	63.7	92	49	54	49	59

Source: Survey conducted in 2022 to GNR and Army Cadets enrolled in respective courses at the Military Academy.

Across surveys conducted in 2016 and 2022, a discernible shift in cadets' perceptions regarding the scope of tasks women can undertake has emerged, emphasizing that over half of the interviewed cadets assert that women should be engaged in all roles, encompassing



combat tasks. On the other hand, there has been a reduction, from 2016 to 2022, in the proportion of cadets advocating solely for women's engagement in administrative-logistical and technical support capacities. Exploring these outcomes, with respect to institutional affiliations, it becomes evident that 67% of GNR cadets are aligned in the belief that women should partake in all task categories, including combat responsibilities, in comparison to the 54% recorded among Army cadets. This divergence can be partially attributed to the prevailing practices within the GNR, where female officers are involved in a full spectrum of roles without constraints. Furthermore, upon careful examination, a remarkable observation surfaces: 92% of female Army cadets affirm that women should be entrusted with all task categories, including combat duties, while this figure reaches a unanimous 100% among their GNR counterparts. In essence, every female cadet concurs with this principle, which seemingly serves as a cornerstone of equality.

Relevant factors to the WPS-agenda implementation

Through the questionnaire, our aim was to glean insights into the cadets' perspectives regarding the actions they could initiate or forgo to advance the adoption of the WPS agenda. We sought to achieve this by presenting them with a series of pertinent questions, which had also been evaluated by institutions engaged in activities within this domain (Malheiro *et al.*, 2022).

Table 14 showcases the mean ratings provided by the cadets, employing a scale where 1 signifies "not important" and 4 indicates "very important." An observation is that cadets often opt for responses closer to neutrality when compared to the benchmarks set by role model institutions. Despite employing a scale that does not inherently promote central tendency, the cadets' averages gravitate significantly closer to 3 (indicating importance) than those of the reference institutions. This variance can be attributed to the diversity in knowledge levels among respondents. The respondents from European institutions represented pivotal stakeholders, bearing responsibilities and experiences in implementing the agenda. Notwithstanding this distinction, a remarkable alignment exists between the most significant factors identified by cadets and those underscored by institutions. Both cadets and institutions prioritize the inclusion of the non-discrimination principle between women and men, alongside the promotion of gender equality within training programs.

**Table 14 - Inquiries for WPS agenda implementation**

Key factors	Institutions with the agenda fully implemented		GNR		Army		Total of Cadets	
	M	σ	M	σ	M	σ	M	σ
Includes the principle of non-discrimination between women and men and the promotion of gender equality on the training plans.	3.27	0.75	3.01	0.96	2.84	0.94	2.91	0.95
Explicitly mentions equality between women and men on strategic planning.	3.09	0.79	2.90	0.91	2.84	0.97	2.86	0.95
Includes the promotion of equality between women and men on the objectives for the Head of the institution.	3.08	0.64	2.92	0.94	2.78	1.02	2.83	0.99
Promotes the attendance of training on equality between women and men.	3.08	0.76	2.83	0.92	2.75	1.01	2.78	0.98
Expressly mentions equality between women and men in internal plans and reports.	3.00	0.60	2.68	0.95	2.61	0.93	2.63	0.94
Disseminates information regarding the rights and duties of male and female workers in terms of equality and non-discrimination based on sex.	3.00	0.74	2.71	0.98	2.60	0.97	2.64	0.97
Encourages the augment of men and women for activities where they are underrepresented.	2.91	0.79	2.98	0.89	2.86	0.97	2.90	0.94
Publishes written rules about respect and dignity of women and men in the workplace.	2.91	0.67	2.91	0.92	2.83	0.98	2.86	0.96
Prepares and implements a plan to promote the WPS objectives.	2.83	0.90	2.71	1.04	2.62	1.03	2.65	1.04
Sectoral policies that promote the WPS agenda	2.83	0.69	2.90	0.94	2.77	0.94	2.82	0.94
Includes the principle of non-discrimination based on sex and the use of neutral grammatical forms on internal and external communication.	2.64	0.77	2.84	0.93	2.63	0.97	2.70	0.96
Adopts the gender budgeting in the analysis and planning of budgetary.	2.50	0.67	2.86	0.95	2.78	0.98	2.81	0.97
Allocates a percentage of the budgeted for the implementation of actions related to WPS.	2.45	0.66	2.94	0.91	2.71	0.98	2.80	0.96

Source: Interviews conducted with European Union Security Institutions in 2022 and Surveys administered to GNR and Army Cadets enrolled in respective courses at the Military Academy in 2022. Scale: 1 = Not Important; 4 = Very Important.

Regarding the least significant factor, a consensus has yet to be reached. For role model institutions, it entails the allocation of a portion of the budget for executing actions tied to the WPS agenda ($M = 2.45$; $\sigma = 0.66$), whereas, among cadets, the explicit mention of gender equality within internal plans and reports ($M = 2.68$; $\sigma = 0.95$) holds this distinction.

Upon conducting an institution-based analysis of Table 14, we deduce that the question/statement with the highest mean pertains to the non-discrimination principle between genders and the promotion of gender parity in training programs within the model ($M = 3, 27$; $\sigma = 0.75$). This sentiment resonates with GNR cadets ($M = 3.01$; $\sigma = 0.96$), while for Army cadets, the emphasis rests on encouraging the reinforcement of both genders in activities where underrepresentation persists ($M = 2.86$; $\sigma = 0.97$). Examining the question/statement with the lowest means, we discern that, for the institutional model, a budget percentage is dedicated to implementing actions tied to WPS ($M = 2.45$; $\sigma = 0.66$). Among Army cadets, explicit references to gender equality within internal plans and reports receive attention ($M = 2.61$; $\sigma = 0.93$). Alternatively, GNR cadets are informed about the rights and duties of male and female workers in the context of equality and non-discrimination based on sex, as well as the development and implementation of a plan to advance WPS objectives ($M = 2.71$; $\sigma = 0.98$ and $M = 2.71$; $\sigma = 1.04$, respectively).

The questionnaire also encompassed open-ended responses soliciting insights into cadets' perceptions of constraints impeding agenda implementation. Within this domain,



numerous references emerge spotlighting barriers within the physical aspect, institutional culture, resource availability, and training methods. However, these ideas generally lack in-depth development or contextualization. Moreover, an exploration into the perpetuation of social norms surrounding gender, including masculinity, within their respective institutions revealed that the discourse retains predominantly masculine overtones and jargon, alongside an accentuation of physical prowess and warrior-like attributes. Concluding this inquiry, cadets were invited to propose strategies for surmounting the identified constraints. Figure 4 highlights the most recurring suggestions from cadets: allocation of resources (18 references), establishment of novel structures (44 references), and legislative interventions (72 references).

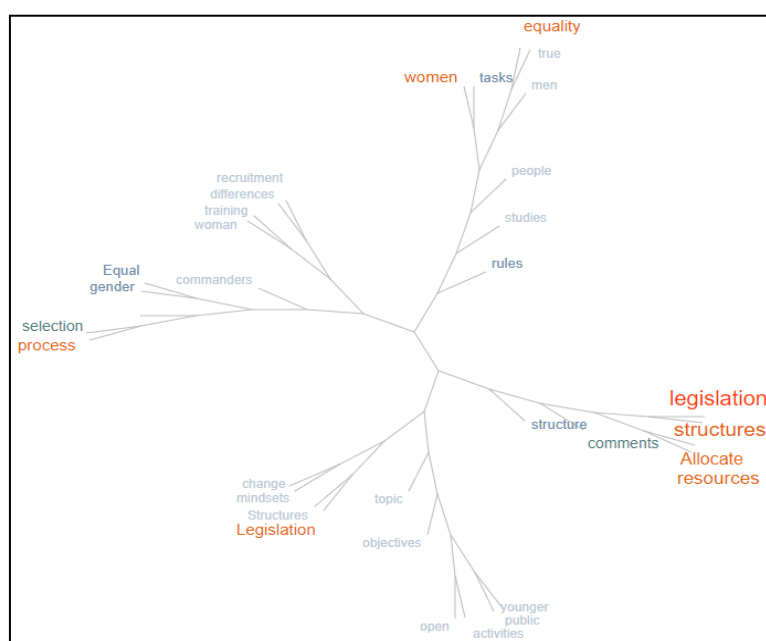


Figure 4 - Student suggestions

Source: Survey to GNR and Army cadets in 2016 and 2022.

The insights gleaned from the cadets' responses offer valuable guidance on key strategies for advancing gender equality within military institutions. A recurrent and resounding recommendation involves the establishment of new legislation to ensure parity in treatment and opportunities for both genders. They underscore the imperative of instituting an impartial selection process based on individual skills and qualifications rather than gender, thereby fostering equitable access to different roles and positions.

In addition, cadets underscore the need for novel structures and increased resource allocation to underpin initiatives fostering gender equality. They accentuate the significance



of organizing activities like seminars and awareness campaigns to cultivate comprehension and acceptance of gender diversity within the armed forces. Equally prominent is the call for enhancing salaries and benefits, aligning remuneration equitably to acknowledge both men's and women's dedication to military service.

A pivotal dimension illuminated by the cadets pertains to challenging entrenched social norms and gender stereotypes. They advocate for dismantling barriers and discriminatory attitudes that impede women's advancement within the military. The cadets assert the significance of merit-based promotions and assignments while advocating for tailored training programs catering to the distinct abilities of both genders.

Moreover, they advocate for transparency and inclusivity in decision-making, advocating for the active participation of women in shaping policies and protocols. It's apparent from their responses that achieving true gender equality necessitates not only legislative changes but also shifts in mindset and cultural norms within military institutions. Ultimately, the cadets' feedback attests to their resolute commitment to fostering an environment where men and women enjoy equal treatment and equitable avenues for advancement in their military careers.

3.8 Discussion

The primary objective of this investigation was to analyze the perspectives of Portuguese Gendarmerie (GNR) cadets concerning gender equality, juxtaposed with those of their Army counterparts at the Portuguese Military Academy (PMA). The rationale behind selecting this cadet population was rooted in the belief that this study could serve as an advanced precursor of forthcoming changes within institutional leadership. It provided an avenue to calibrate the choices and decisions of institutions concerning cross-cutting themes like gender equality. This research constitutes a facet of a broader study aiming to analyze the facets of variables—motivation, resources/obstacles, other policies, and the external environment—across the constituent institutions of the European Gendarmerie Force (EGF). This broader context seeks to identify the hurdles hindering the implementation of the Women, Peace, and Security (WPS) agenda. Within this segment of research, our focal point was the motivation variable tethered to leadership and the exploration of agenda setting—whether a theme garners attention at a given juncture or not. Literature propounds that GNR leadership shares parallels with military leadership, encompassing decisions within critical contexts characterized by time constraints and profound consequences (often pertaining to



life and death). This style of leadership involves the coexistence of leaders with leadership roles, backed by formal power grounded in the hierarchy, buttressed by clearly delineated limitations and sanctions prescribed by regulations for instances of deviant conduct.

During our investigation, we identified three dimensions where leadership assumes significance within the gender context: the leader, the subordinate, and the context. Among these, it is the contextual dimension that unravels greater intricacies within the GNR framework. Initially, we found that senior military personnel (e.g., generals) transit between the GNR and the Army in response to organizational demands. Secondly, we identified a phenomenon that may emanate from the mentioned diversity and mobility: an inherent link established by the GNR between leadership and obedience. This connection is evident in manuals, statutes, and the strategic articulation of mission, vision, and values. Thirdly, despite the occurrence of a revolving door between leadership roles in the GNR and Army, when it comes to the domain of gender, the learning curve does not appear to favor the GNR. The GNR continues to exhibit lesser advancements in this stance, highlighting an area of persistent discrepancy.

Amidst the contradictions and gaps prevalent in existing knowledge, fieldwork was undertaken with the intention of elucidating whether GNR cadets harbor distinct perspectives, perceptions, and knowledge in comparison to their Army counterparts. The analysis encompassed 408 responses obtained from cadets at the Military Academy, yielding an 82.42% response rate. These findings were juxtaposed against earlier studies, enabling us to underscore that knowledge regarding gender equality is disseminated, albeit with 18.3% of cadets admitting to having limited familiarity with the subject. A positive facet is the heightened feminization rate among cadets, surpassing the rates within institutions where these cadets will soon be serving. The outcomes also hint that GNR cadets harbor a less affirmative stance towards the women's integration process. Among them, female GNR cadets appear to find this process more complex, echoing the trend observed in the 2016 findings. On the other hand, Army cadets tend to exhibit a more optimistic outlook on integration, yielding higher overall averages in three of the four dimensions examined. Within the recruitment, particularly concerning the maintenance of the current number of women, respondents lean towards neutral responses. While the inclination to refrain from halting the recruitment of women has persisted since 2016, there is reticence to endorse more lenient selection tests for women. On the other hand, unanimous consent prevails for the implementation of equal admission tests for both genders.



Although 59.07% of cadets advocate for women to partake in all tasks, including combat roles, a watchful eye remains prudent, given that 20.59% contend that women should be limited to administrative, logistical, and technical support functions. In a similar vein, 20.59% propose that women could undertake operational tasks but not combat roles. Notably, female cadets, especially those in the GNR, diverge from this viewpoint. All female cadets assert that no roles should be withheld from women.

Regarding impediments to the execution of the women, peace, and security agenda, cadet responses gravitate more towards neutral positions in contrast to model institutions. However, alignment is palpable regarding the most pivotal factor in advancing the agenda—namely, the principle of non-discrimination between genders and the promotion of parity within training plans. Notably, no substantial institutional variances emerge between Army and GNR cadets. In terms of overcoming identified challenges, cadets advocate for bolstering resources, establishing novel structures, and amplifying knowledge dissemination. The study's objective—to dissect the perceptions of Portuguese Gendarmerie cadets concerning gender equality vis-à-vis their Army counterparts—seems to have been achieved. The amassed data underscores the contextual significance of shaping leaders' motivation to endorse specific agendas. It is evident that the secondary socialization that molds future GNR leaders does not impede their alignment with their Army peers. While this study offers significant insights, future investigations might refine identified patterns and integrate the motivation variable with other facets recommended by the model followed.

Acknowledgments

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Disclosure

The authors declare no conflict of interest.

Informed Consent Statement

Informed consent was obtained from all subjects involved in the study.

Annex A - Article 2

Table 15 - Table A1. Questions related to the integration of women

Questions	GNR												Army											
	2016						2022						2016						2022					
	Fem		Male		Total		Fem		Male		Total		Fem		Male		Total		Fem		Male		Total	
	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ
The way the military men accepted the presence of the women.	4.71	2.26	6.31	2.55	6.09	2.56	3.48	1.84	5.18	2.05	4.92	2.11	5.07	2.46	6.25	2.87	6.14	2.85	3.83	2.14	5.36	2.23	5.14	2.29
The performance that women demonstrated in military tasks.	7.20	2.57	5.88	2.72	6.07	2.73	5.38	2.17	5.05	2.25	5.07	2.25	7.77	1.73	5.40	2.43	5.63	2.47	6.08	2.24	4.85	2.39	5.03	2.42
The spirit of camaraderie between men and women.	6.00	2.53	6.18	2.42	6.15	2.43	5.48	2.38	5.38	2.19	5.39	2.21	6.77	1.42	5.85	2.29	5.94	2.23	5.72	2.10	5.79	2.09	5.78	2.08
The way the society sees the women who joined the respective forces.	7.10	2.90	6.81	2.36	6.85	2.43	5.00	2.29	5.71	2.04	5.59	2.10	7.44	1.76	6.43	2.14	6.53	2.12	5.25	2.11	5.71	2.20	5.63	2.19

Source: Survey to GNR's and Army's cadets attending respective courses in 2022 in the Military Academy. Scale: 0 = very difficult, 10 = very easy

Table 16 - Table A2. Attitude of cadets towards the recruitment of women

Questions	GNR												Army											
	2016						2022						2016						2022					
	Fem		Male		Total		Fem		Male		Total		Fem		Male		Total		Fem		Male		Total	
	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ	M	σ
Keep the number existence of women.	2.76	1.09	3.04	1.23	3.00	1.13	3.55	1.16	3.01	1.03	3.09	1.06	3.38	.98	3.09	.98	3.12	.98	3.32	1.28	3.06	1.05	3.09	1.09
Recruit more women.	3.71	1.19	2.90	1.1	3.01	1.21	3.63	1.22	2.98	1.06	3.06	1.11	3.54	.91	2.77	1.08	2.85	1.08	3.57	1.27	2.98	1.15	3.06	1.19
Stop recruiting women.	1.19	.40	2.29	1.27	2.15	1.25	1.20	.40	2.07	1.01	1.95	.99	1.46	.58	2.33	1.19	2.25	1.15	1.46	.81	2.34	1.13	2.21	1.13
Make the selection process easier.	1.62	.81	1.55	.96	1.56	.94	1.75	.70	1.86	.99	1.85	.95	1.77	.65	1.71	1.03	1.72	1.00	2.17	1.16	2.07	1.11	2.09	1.11
Implement equal selection process to men and women.	2.90	1.18	4.04	1.21	3.89	1.26	3.05	1.39	3.58	1.22	3.49	1.27	2.54	1.10	3.95	1.14	3.81	1.21	2.97	1.23	3.72	1.17	3.60	1.21

Source: Survey to GNR's and Army's cadets attending respective courses in 2022 in the Military Academy. Scale: 1 = totally disagree, 5 = totally agree.



4. Chapter IV – Article 3



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Enhancing equity, diversity and inclusion in the European Union military schools and academies through collaborative initiatives and gender policy reform

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Abstract

The European Union Military Schools and Academies (EUMSAs) have long grappled with persistent gender imbalances among their student body, indicative of an entrenched male-centric culture within these institutions. In recognition of this issue, the collaborative Military Gender Studies initiative was launched under the auspices of the Erasmus+ program. This project involved partners from Bulgaria, Italy, Portugal, and Romania, each offering unique insights shaped by their diverse socio-political contexts. This research aims to go beyond mere acknowledgment of disparities and instead seeks to identify actionable strategies that can foster genuine equity, diversity, and inclusivity within the EUMSAs. To this end, a comprehensive data-gathering approach was employed, incorporating various



qualitative methods including face-to-face interviews, face-to-face focus groups, direct observations, and analysis of official documentation sourced from the referred EUMSAs. The resulting insights highlight the need for substantial improvements in institutional gender policies. Particularly, while efforts have been made to instill gender sensitivity within fitness assessments, their impact has been disappointingly limited. Furthermore, the practice of assigning military roles based solely on gender has been found to undermine both effectiveness and fairness within the schools/academies. Conversely, an encouraging sentiment pervades among the student body, advocating for a curriculum that incorporates gender-related subjects into the EUMSA educational framework (Curriculum). This suggests a growing recognition of the importance of addressing gender issues not only in policy but also in practice, signaling a promising shift towards a more inclusive and equitable environment within the EUMSAs.

Keywords: Erasmus+; Gender-sensitive; Inequalities; Military Gender Studies.

4.1 Introduction

To ensure a universally inclusive and equitable standard of education and to foster continuous opportunities for lifelong learning, gender equality stands as a pervasive objective woven throughout the Sustainable Development Goals (SDGs) (García-Peñalvo et al., 2022). Despite the unwavering dedication of the United Nations, the persistent gender gap remains a formidable hurdle cutting across all domains of contemporary societies. This concern becomes particularly pronounced within the European Union armed forces, where marked gender imbalances persist (Malheiro *et al.*, 2024; Reis & Menezes, 2020). A noteworthy investigation conducted within the Swedish military unveiled that those who exhibited more favorable attitudes toward the inclusion of women in military roles tended to be younger. They also possessed higher levels of education, held elevated ranks, harbored diminished inclinations towards sexist ideologies, and enjoyed enhanced interpersonal interactions with women in military positions (Ivarsson *et al.*, 2005). This study prompts a realization that education may indeed emerge as a pivotal catalyst in reshaping the European Union military structures to become more just, diverse, and all-encompassing. In the 3-year program at the Military Academy Karlberg in Sweden, masculinity is perceived as a complex and multifaceted trait. It is prominently upheld through various socialization activities integral to the cadet training aimed at shaping future officers (Malmio, 2022). Moreover,



Malmio (2022) also argues that as masculinity norms are deeply related to fundamental military concepts. They play a significant role in crafting a distinct self-image and identity that endorse the military as a unique institution governed by its own set of principles and ethics. The solution does not necessarily entail abandoning all cultural heritage expressions in favor of a solely egalitarian agenda. Instead, it is essential to acknowledge the inherent tension between these conflicting objectives: fostering cohesion versus embracing diversity (Malmio, 2022). Incorporating the example from the Military Academy Karlberg in Sweden in our article is important. Particularly, given its chronological proximity and shared emphasis on gender issues within EUMSAs. This addition lends theoretical strength to our empirical research, enriching our understanding and providing a broader context for our findings.

Military training has consistently occupied a distinct niche within the education system due to its unique characteristics. To foster the integration of military education, various initiatives have been crafted. First, at the European Union level, military education has been integrated into the European Higher Education Area (EHEA), a move that is anticipated to foster the development of a cohesive European Union strategic culture and enhance collaborative efforts (Callado-Muñoz & Utrero-González, 2019). Secondly, at an intergovernmental level, operating within the ambit of the United Nations 2030 Agenda, the Erasmus+ program's pivotal focus aligns with the goals outlined in the 4th (quality education), 5th (gender equality), and 8th (decent work and economic growth) Sustainable Development Goals (Nogueiro *et al.*, 2022). The inception of the EU Military Gender Studies strategic cooperation project under the Erasmus+ umbrella resonates with these principles. This sentiment extends to other EU-sponsored initiatives in the education, training, youth, and sports domains, including Gender Equality in Science, Technology, Engineering, and Mathematics (STEM) pursuits (de Castro & García-Peñalvo, 2022). Nevertheless, disparities endure both within military and civilian educational institutions, albeit more prominently within military establishments. Bearing in mind the lack of research in the field of equity, diversity, and inclusion (EDI) in European Union Military Schools and Academies, our research undertakes a significant role in bridging this gap in the existing literature. This void can be attributed in part to the intricacies associated with accessing military institutions. It is within this context that the profound significance of the MGS project comes to the fore. The focal point of this article revolves around addressing the following research questions (RQs):



RQ1: How do young cadets acclimate themselves to a predominantly male-dominated military culture within the European Union Military Schools and Academies?

RQ2: What actionable strategies can be employed to foster heightened equity, diversity, and inclusion within the context of the European Union Military Schools and Academies?

In RQ1, our focus was on female cadets, aligning with the predefined objectives of the MGS project. This alignment is crucial as the article stems from the project and utilizes its data. Therefore, RQ1 sought to investigate the experiences of female cadets within a predominantly male environment. Conversely, RQ2 explores more specifically EDI issues within the EUMSAs. The preliminary findings of this article underline the need for refinement within the EUMSAs' institutional policies. It has come to light that the existing gender-sensitive policies exhibit a lack of efficacy and are met with skepticism by the young cadet cohort. In contrast, a prevailing sentiment among these students is that potent gender policies necessitate a foundation in scientific research and the integration of gender-related subjects into the EUMSA curricula. In our endeavor, we aimed to expand the scope of Equity, Diversity, and Inclusion (EDI) beyond the confines of Higher Education, as has been the focus of previous studies (Scott, 2020; Fuentes *et al.*, 2021). Our attention was also directed towards examining the convergence of Military Education and Gender Perspectives, a relatively unexplored area in current literature. While there are few studies, such as the work by Peixoto *et al.* (2018), that have explored Diversity and Inclusion (ID) issues in education from a gender perspective, the exploration of these dynamics within Military Education in the European Union remains largely untapped. Our study thus represents a novel perspective, shedding light on previously overlooked aspects and contributing to the broader discourse on EDI within military educational contexts.

The structure of this article unfolds as follows: The subsequent section explores the existing literature, furnishing a concise conceptual framework for understanding EDI. This is succeeded by a comprehensive discourse on the employed materials and methods, encompassing data analysis techniques, and an elucidation of the measures instituted to ensure the research's validity and reliability. The fourth segment systematically addresses the research inquiries and unveils the most salient outcomes. Concluding the narrative, the final section encapsulates theoretical and managerial contributions, while also acknowledging limitations and proposing avenues for future research.



4.2 Literature review

Equity, diversity, and inclusion are increasingly gaining prominence within the realm of higher education (Fuentes et al., 2021). For instance, in both US and European Union universities, applicants seeking admission are now being requested to furnish an EDI statement as part of the application process. This serves as a demonstration of their dedication to advancing diversity, equity, and inclusion in research and education, thus exemplifying their commitment to excellence. This trend is mirrored in the formulation of university policies designed to foster the development of intercultural skills throughout students' academic journeys. Consequently, the impact of EDI resonates throughout institutional culture, research, and pedagogical practices. The implementation of these policies extends to both professional and personal endeavors (Siri et al., 2022). Within this context, universities have made concerted efforts to cultivate inclusive environments and cultures that assure equal opportunities irrespective of gender, sexual orientation, ethnicity, religion, social standing, physical abilities, identity, or origin. In the pursuit of championing EDI, we have witnessed a surge in approaches underscored by the political dimensions of higher education, which in turn yield innovative perspectives for the execution of EDI practices among students. The League of European Research Universities (LERU) has emerged as a vanguard in this discourse, identifying key barriers to the sustainable adoption of EDI measures. LERU recognizes three distinctive gaps demanding resolution: 1) Firstly, the synergy generated thus far has yet to surmount the obstacles faced by underrepresented student groups in higher education, encompassing women, ethnic or cultural minorities, the LGBTQIA+ community, individuals with disabilities, and members of the first-generation university community; 2) Secondly, efforts have predominantly centered around specific student groups or individuals, often bypassing the holistic needs of the university community at large; 3) Lastly, there exists a pressing need to underline the value of integrating inclusivity within the pedagogical curriculum, as well as within the design of research and innovation initiatives within the EDI framework (Buitendijk et al., 2019). Our reference to cultural minorities and LGBTQIA+ communities aim to recognize the importance of diversity within European Schools. Nonetheless, it is crucial to acknowledge that European Military Schools often uphold conservative environments where diversity is not prominently or openly represented. As a result, conducting studies with a military focus remains challenging. For instance, instances of transgender individuals within the EUMSAs are relatively rare, as far as our current knowledge extends, posing obstacles to research in this



domain. However, exploring parallels with civilian schools could present an intriguing avenue for future investigations into military educational settings.

INVITED stands as a significant endeavor by the European University Association, aimed at offering support to universities as they forge paths toward the creation of comprehensive strategies for EDI development (Figure 5). The INVITED project contends that the terms equity, diversity, and inclusion have frequently been employed interchangeably within various contexts (Claeys-Kulik et al., 2019). Within this paradigm, equity encompasses the principle that every individual holds the same inherent rights, and as such, should be entitled to equal treatment and exemption from discrimination. In higher education, equity has emerged as a central point of deliberation, predominantly revolving around the discourse of access to education. However, its scope extends beyond this, transcending to encompass situations where individuals begin from diverse starting points or possess distinctive needs, even in instances of uniform access. This is the essence of equity — it entails the provisioning of support tailored to address unique requirements, thereby nullifying relative disadvantages. Equity comes together with positive action measures or positive discrimination. Equity must consider that there are also structural barriers to participation. An effective method to counteract or eliminate systemic obstacles is through the implementation of universal design. Equity is often conflated with equality, yet it carries distinct meanings and implications. Equality pertains to rights, opportunities, and status, stressing uniformity and parity among individuals or groups, wherein everyone is treated identically regardless of their unique circumstances or needs. In essence, equality is about ensuring that everyone enjoys access to the same resources, opportunities, and rights, devoid of discrimination (Roemer and Trannoy, 2015; Arneson, 2018). In parallel, diversity assumes the role of a multidimensional construct, inherently contingent upon the cultural backdrop and the extent of recognition granted to distinctiveness.

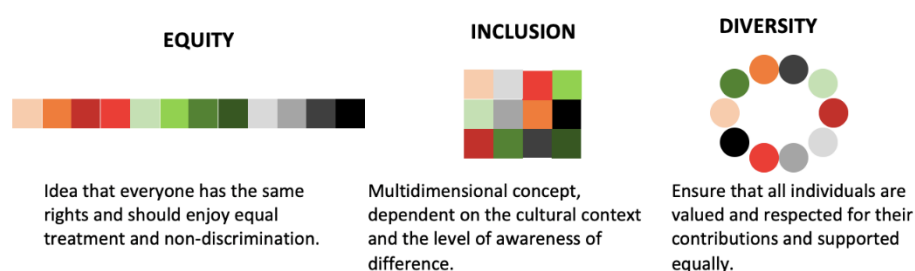


Figure 5 - Equity, diversity, and inclusion strategies



Certain forms of diversity demand heightened attention due to their association with groups that are often classified as underrepresented, disadvantaged, vulnerable, or any combination thereof. This article focuses on the aspect of gender diversity and highlights that women frequently find themselves in underrepresented positions within both the student body and leadership roles. In this context, diversity takes on a societal dimension, encompassing the entirety of human existence. Embracing diversity entails according to space and acknowledgment of the presence of all groups, irrespective of factors such as race, color, place of origin, religion, immigrant or newcomer status, ethnic heritage, ability, sex, sexual orientation, gender identity, gender expression, and age (Wolbring & Lillywhite, 2021). While our study primarily focuses on gender due to the observed low diversity in EUMSAs, it is imperative to acknowledge other dimensions for future research endeavors. These areas represent significant milestones that deserve attention in subsequent studies. Nevertheless, we addressed the intersectionality of gender with factors such as race, ethnicity, sexual orientation, and socioeconomic status. Recognizing how these aspects influence individual experiences within military institutions is crucial for a comprehensive understanding. Inclusion, regarded as a pivotal approach by diversity practitioners, stands as a crucial means to harness the potential inherent in diversity. Its fundamental objective revolves around ensuring that each individual is not only valued and respected for their contributions but is also provided equal support (a practical manifestation of diversity) (Ferdman, 2013).

Recent research indicates that despite the presence of formal policies promoting gender EDI within military establishments, rooted masculine characteristics endure within their culture (Štěpánková *et al.*, 2023). These characteristics encompass not only values and norms but also attitudes and symbols, reflecting a historical alignment with traditional perceptions of masculinity. Nevertheless, amidst broader societal trends emphasizing gender parity, there exists evidence suggesting endeavors to integrate feminine viewpoints and values within these institutions. This exploration shows the dynamics between institutional culture, regulatory frameworks, and the evolution of social norms within military environments.

4.3 Materials and methods

From an ontological point of view, this article follows nominalism, acknowledging the influence of human perceptions and thus accepting multiple realities and truths (Azzouni, 2004). This study employs qualitative methods, contrasting with realism's preference for



quantitative methodologies, which presupposes an objective reality existing independently of human observation, thereby positing it as an absolute truth. Regarding epistemology, positivism and interpretivism offer distinct methodologies. Positivism, also known as objectivism, advocates for the measurement of social phenomena independent of subjective interpretation, aligning with ontological realism (Dieronitou, 2014). Conversely, interpretivism, or constructivism, embraces subjectivity in comprehending reality, emphasizing active exploration and interpretation of phenomena (Denicolo et al., 2016). In this research, integrating these diverse approaches is imperative for capturing diverse perspectives, and employing varied methodologies to pursue comprehensive answers. Thus, there exists no constraint to adopting a singular epistemological stance.

This article employs a multiple case study research approach, which investigates a contemporary phenomenon within its authentic real-world setting (Yin, 2009). According to Yin (2009), there is no universal formula for applying case studies; their efficacy depends on how well they align with the research questions posed. Specifically, case studies are most pertinent when investigating current circumstances and addressing the "how" and "why" aspects of a phenomenon. We followed Robert Yin's methodological framework, accommodating multiple case studies. As we analyzed several cases (four countries), our approach is consistent with this research strategy.

Constituting the culminating output of a three-year project (2020-2023) sponsored by the EU, this article finds its grounding in a rationale that substantiates the utilization of multiple case studies. Firstly, this choice is buttressed by the convenience sampling method, which considers the pre-existing bilateral relationships between countries. In essence, the countries and their respective institutions had an established working relationship and were familiar with each team's research capabilities. This facilitated the initial phases of the project, enabling a more agile and organized approach. Secondly, Bulgaria, Italy, Portugal, and Romania were selected as primary focal cases for the initial phase due to their alignment with the conditions and prerequisites for participation in an Erasmus+ project. In other words, the institutions had already previously established collaboration protocols and met the requirements to be financially supported by the European Commission. Lastly, its inclusion was guided by the 2020 Gender Equality Index of the European Institute for Gender Equality (EIGE), when the MGS project was prepared and submitted (MGS, 2020). Italy (63.5) and Portugal (61.3) exhibit comparable indices (>60), closely approaching the European Union average (67.4), while Romania (54.4) and Bulgaria (59.6) displayed a lower



index (<60) (<https://eige.europa.eu/gender-equality-index/2020>) (Figure 6). This variance in indices offers valuable grounds for conducting socio-cultural analyses. However, upon conducting our research, we discovered minimal disparities among the EMAs.

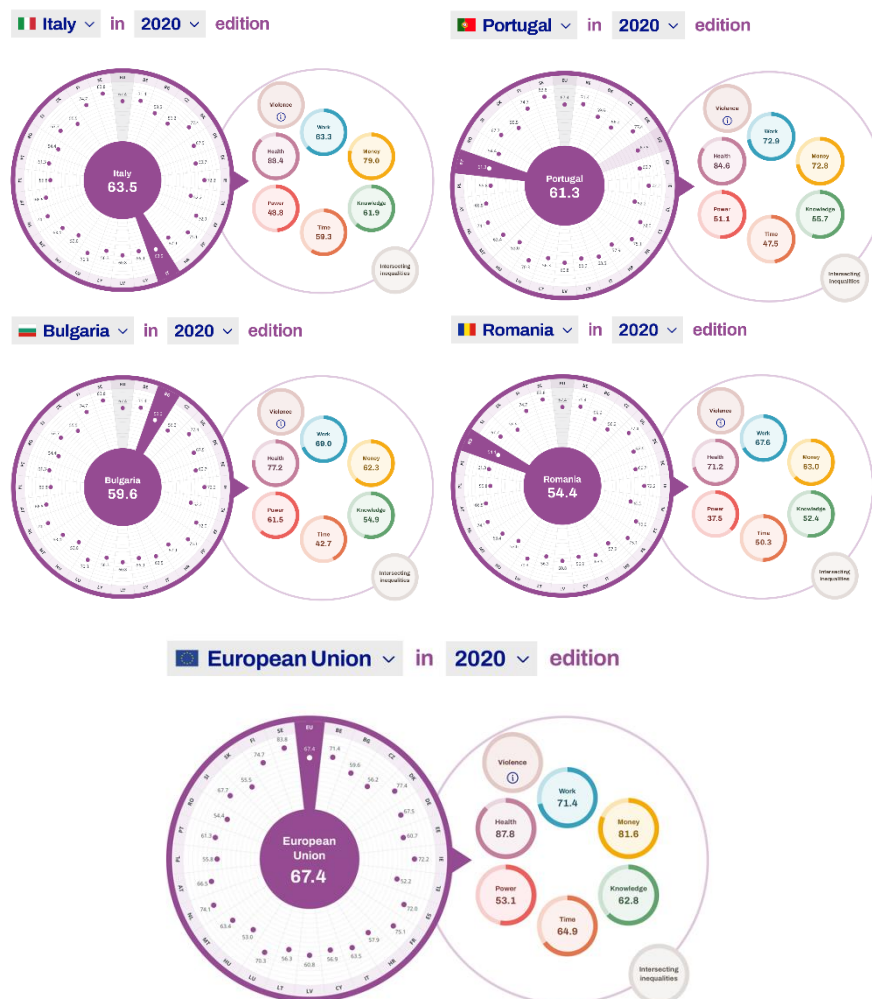


Figure 6 - Gender Equality Index from the European Institute for Gender Equality
Source: (EIGE, 2024)

The use of multiple case studies offered several advantages over other types of research strategies, such as single case studies or quantitative methodologies, when examining complex phenomena such as gender dynamics in the EUMSAs. For instance, multiple case studies in this area allowed us a greater richness of sources and depth of analysis. In other words, they allowed us to analyze the phenomenon from various perspectives, contexts, and scenarios. Each case provided insights, contributing to a richer and more comprehensive understanding. Although a single case study would have provided in-depth knowledge about a specific context, it may not have been generalizable to broader contexts. Several case studies allowed researchers to identify patterns, trends, and themes



that may be applicable in different EU environments. This improved the generalizability and increased the robustness of our results. By examining multiple cases, the research team was also able to develop a more holistic understanding of the phenomenon under study. They were able to explore the interaction of various factors, contexts, and dynamics that shape gender dynamics in the EUMSAs. This holistic perspective allowed us to develop more comprehensive information that captured the complexity of the phenomenon. Another aspect is data triangulation. That is, the multiple case studies allowed researchers to more easily triangulate data from multiple sources, such as interviews, observations, documents, and archival records. Triangulation increased the validity and reliability of results by corroborating evidence across multiple sources and reducing the risk of bias or distortion associated with reliance on a single data source. Overall, the use of several case studies offered us a robust and flexible methodology to investigate the phenomenon of gender dynamics in the EUMSAs.

As mentioned previously, the execution of this research drew upon a diverse array of data sources, encompassing face-to-face interviews, face-to-face focus groups, direct observations, and scrutiny of official documents sourced from the referred EUMSAs. The coordination of project activities and oversight of each partner's progress was entrusted to the Portuguese Military Academy, although the task of data collection and analysis was jointly borne by all participating EUMSAs.

The interview phase was conducted with due attention, engaging a total of 66 cadets, representing both female and male perspectives. The distribution encompassed 22 cadets from the Vasil Levski National Military University (Bulgaria), 11 cadets from the Università degli Studi di Torino (Italy), 14 cadets from the Nicolae Bălcescu Land Forces Academy of Sibiu (Romania), and 19 cadets from the Portuguese Military Academy (Portugal). Breaking down the sample by gender, we conducted interviews with 42 male students (16 from Bulgaria, 8 from Italy, 7 from Romania, and 11 from Portugal) and 24 female students (6 from Bulgaria, 3 from Italy, 7 from Romania, and 8 from Portugal), totaling 66 interviews. To facilitate the systematic acquisition of information on gender-related matters, perspectives, and experiences within military institutions, a comprehensive interview protocol was crafted. This instrument served as the foundation for responding to the research questions set forth. Each interview was recorded, spanning approximately 40 to 60 minutes in duration, and transcribed verbatim to capture the intricacies of the discourse. The data collection process persisted until the point of theoretical saturation, denoting the juncture



where respondents started to produce repetitive or redundant information (Saunders et al., 2018; van Rijnsoever, 2017). Stringent ethical protocols were observed throughout the interview sessions, aligning with the precepts outlined in the Declaration of Helsinki. Before the start of each interview, participants were carefully briefed on the objectives and methodologies of the research, ensuring transparency and clarity in the process. Moreover, a declaration of informed consent was provided to all participants, outlining their rights, the voluntary nature of their participation, and the potential implications of their involvement. This document was mutually reviewed and signed by both the researcher and the participant, reaffirming their understanding and agreement with the terms outlined. This ethical framework shows the commitment to protecting the welfare and autonomy of all individuals involved in the research process. This procedure held significant relevance, given that ethical considerations stand as paramount concerns within the realm of a social scientist's endeavors (Bruter and Lodger, 2013). To ensure accuracy, all interviews were conducted in the local language. Subsequently, the transcripts were translated into English, by English Professors from each respective institution to maintain fidelity. The primary analysis was conducted by the lead country based on information received from partners, while each participating country also conducted supplementary individual analyses. We added this information to the article. The interviews served as the principal means of data collection, a choice primarily driven by the depth and breadth of insights garnered through individual interviews. They constituted the most substantial portion of our data collection process. Furthermore, conducting interviews face-to-face in a relaxed setting facilitated more candid responses from participants compared to, for instance, the dynamics observed in focus groups (as inferred from direct observations).

As recommended by Yin (2009), we employed multiple secondary data sources to corroborate and triangulate our findings. Simply relying on interviews could not provide a comprehensive or unbiased view of reality. Therefore, supplementing interviews with secondary sources was crucial in our quest for evidence. These sources served to validate our initial results. In instances where discrepancies arose, they were addressed in project meetings, and further exploration ensued until a consensus was reached based on the data. As part of this endeavor, we convened two distinct focus groups: one at the Military Academy in Portugal from October 17 to 21, 2022, and the other at the Nicolae Bălcescu Land Forces Academy of Sibiu in Romania from November 14 to 18, 2022. These focus groups convened a total of 12 students in Portugal (comprising 4 Portuguese, 4 Bulgarians,



and 4 Italians) and 19 students in Romania (comprising 4 Portuguese, 4 Bulgarians, 7 Italians, and 4 Romanians). Hence, interview participants were extended invitations to take part in the focus group sessions. Selection for the focus group was based on the level of interest expressed by participants. Every effort was made to ensure that the research process remained voluntary, and we endeavored to accommodate all individuals who displayed interest and willingness to engage in the study's activities. The focus group sample maintained a balanced representation, with an equal distribution of male and female students, except for the second focus group, which included one additional male Italian student. The objective of both focus groups was to stimulate ideation (Mills et al., 2010) and foster platforms for candid discussions and amalgamation of the insights gleaned from interviews. This approach proved indispensable as it facilitated dynamic conversations among students hailing from diverse nationalities, each with unique life experiences. This combination of perspectives engendered more expansive outcomes (Figure 7).



Figure 7 - Focus group at Nicolae Bălcescu Land Forces Academy of Sibiu (November 2022)

Turning to direct observation, we employed a field diary (Dumont, 2022) to document all interactions and activities involving the cadets. This served the dual purpose of offering clarification for less elaborated questions during interviews or focus group discussions. During the informal conversations, while researchers adhered to a protocol that addressed questions of who, what, when, where, and for what purpose, interviewees were encouraged to freely express any additional comments or insights they deemed relevant. Thus, these direct observations were conducted organically and integrated within informal face-to-face contexts. In addition to this, the fourth avenue of data collection involved an exhaustive analysis of official documents, which encompassed government, ministerial, or armed forces



reports. The MGS team comprised a project coordinator and a scientific coordinator from Portugal. Additionally, there were three team coordinators representing Bulgaria, Italy, and Romania, respectively, along with twelve researchers (2 from Portugal, 3 from Italy, 3 from Romania, and 4 from Bulgaria), and three financial managers from Portugal and Bulgaria, making a total of 19 members. All data collection was conducted by researchers from their respective countries, with coordinators actively involved. Interviews were carried out in researchers' home countries, accompanied by direct observation and document analysis. Focus groups took place in selected countries (Portugal and Romania), involving direct observation by the project's research team and coordinators. It is worth noting that, apart from established protocols, regular meetings—both online and in person—were held to coordinate all scientific activities effectively.

For data analysis, we adopted a well-established technique commonly employed in qualitative research (Given, 2008) – content analysis (Mey, 2022). Given the substantial volume of data necessitating examination, we also leveraged NVivo (Version 12) – QSR International, a computer-assisted qualitative data analysis software. We started the process by performing initial readings of the text collected from all sources. We then identified the most relevant phrases and ideas as part of the coding process. After completing this procedure, we were able to identify the most relevant categories and subcategories. Finally, we identified patterns in the data, until a map was generated that allowed us to get an overview of the data. In short, the content analysis technique allowed coding and classifying a large volume of qualitative data, until new patterns and ideas could emerge. The utilization of content analysis techniques was also instrumental in the development of a curriculum framework tailored to meet the specific needs of students while ensuring alignment with pertinent gender-related considerations and agendas (see section 4.2.1.).

We paid special attention to ensuring the reliability and validity of our research. Reliability, as outlined by Merriam and Tisdell (2015), scrutinizes the extent to which case study findings can be reproduced by other researchers. To achieve this, we implemented measures including the triangulation of multiple sources of data collection; protocols for interviews (Appendix A) and focus groups; a field diary; and verification by the co-authors to check the entire process. Our understanding of validity is related to research quality control (e.g., avoiding misunderstandings). To increase the quality of the research, we took the proactive step of sharing transcripts with participants to ensure that their perspectives were accurately represented. While every research has its unique particularities, we consider



that the relationship between reliability and validity has been instrumental in presenting the findings of this article as close as possible to reality. In sum, the empirical research in this article assumes a pivotal role within this study, acting as a foundation for establishing the credibility and validity of its findings. By methodically employing empirical methods, researchers obtain firsthand data concerning to real-world phenomena. This systematic approach not only facilitates a comprehensive examination of gender dynamics within EUMSAs but also ensures the attainment of requisite depth and scientific rigor.

4.4 Findings

Bridging the Literature Review with Gender Dynamics in Military Institutions

In this first section, we provide a preliminary examination of gender dynamics within military institutions, exploring the relationship between academic inquiry and real-world implications. Our focus encompasses two pivotal spheres of military discourse: the United States of America (USA) and the European Union (EU). Our analysis starts with an in-depth analysis of the US military, where we explore historical trends in promotion rates, the evolution of inclusion narratives, and the ongoing objective of gender parity. Transitioning to the EU context, we shed light on continuing challenges confronting women in accessing combat roles, juxtaposed with advances towards inclusivity and the process of social and institutional adaptation. Through this comparative analysis, we analyze gender dynamics within military institutions, laying the groundwork for a deeper exploration of European perspectives. Hence, at the end of this section, we introduce the Military Gender Studies (MGS) Erasmus+ Project and its seminal findings, which serve as the impetus behind the publication of this article.

US versus EU

Owing to its extensive scale and significant financial investment, the US military has frequently served as a pivotal case study within the field of military dynamics. This vantage point was notably established in the 1990s when Baldwin (1996) undertook an extensive examination, analyzing the outcomes of over 350,000 promotion decisions affecting mid-level US military personnel. At the time, the data revealed a disparity in promotion rates between men and women within the Army and Navy. Presently, this has evolved, rendering the interpretation of results far from unanimous. A prevailing narrative now is more optimistic, with authors asserting that the complexion of reality is in flux within the US military. This transformation extends to the increased acceptance of gender minorities,



including the case of transgender individuals (Dunlap *et al.*, 2021). Nevertheless, the degree of acceptance remains contingent upon a dispersed interaction of factors, including military branch, rank, sexual orientation, educational attainment, gender identity, ethnicity, and marital status. Regarding the US LGBTQIA+ community (Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Asexual, and other sexual orientations and gender identities), recurrent discourse goes around the assertion that policy changes alone are insufficient to guarantee tangible transformation. Instead, a comprehensive shift in societal mindset is imperative (McNamara *et al.*, 2021). Turning attention to the underrepresentation of women within the US military, recent studies underline a noteworthy development—women have emerged as one of the fastest-growing segments within the US military (Amara, 2020). A significant milestone in this trajectory was marked by the United States Department of Defence's (US MoD) decision to rescind the 'Direct Land Combat Definition and Assignment Rule' and implement the 2016 policy, effectively opening doors for women to engage in combat operations and assume roles on the front lines of combat (Amara, 2020). However, the narrative takes an intriguing twist when scrutinizing the environment within US Military Schools and Academies. A comprehensive study centered on cadets at the US Air Force Academy, conducted by Do & Samuels (2021), brings to light a paradox. Despite the institutional aspiration for egalitarianism, the study divulges that cadets often contribute to the perpetuation of a highly masculinized culture. This inadvertently reinforces a traditional male military narrative steeped in the ethos of a masculine warrior. This finding underpins the dynamic nature of gender construction and the complex process of sense-making within this context. In essence, the US military remains a mosaic of complicated dynamics and evolving paradigms. While progress has been made, the topic is far from consistent, reflecting the diverse policies, cultural shifts, and individual perceptions. These multidimensional facets collectively shape the ongoing journey of the US military in its quest for gender equity and inclusion.

Within the European Union, studies persistently report the obstacles women encounter when seeking access to specific tasks and military assignments, particularly those about combat operations within the special operations (Author, 2020). In light of this disparity, scholars have diligently dissected the arguments that frequently underpin the exclusion of women from combat roles (Author, 2020). Foremost among these justifications is the assertion that women harbor inherent physical and physiological limitations that preclude their engagement in combat missions or rigorous military training. However, recent



scientific advancements have cast doubt upon this rationale, revealing a more exact reality. Contrary to the conventional notion, contemporary research has unveiled the fallacy in the argument surrounding physical limitations. Author (2020) asserts that modern combat operations have evolved to accentuate technical and intellectual proficiencies, a transformation catalyzed by the integration of new technologies. Moreover, Vikmoen et al. (2020) stress that in military field exercises, men tend to lose more body mass and muscle mass than women, but these differences do not lead to sex differences in changes in explosive strength and anaerobic performance. Furthermore, an insightful study by van Douwen et al. (2022) presents an investigation that offers a comprehensive analysis of the mechanisms employed to thwart the integration of women into previously male-exclusive military units in the Netherlands. The study highlights the complexity of gender dynamics, revealing the difficult interplay between societal constructs and institutional adaptation.

In EUMSAs, the scenario remains consistent with earlier observations. For instance, recent studies conducted by the authors and published in the *Journals Sexuality and Culture* (Author, 2023) and the *International Journal of Police Science & Management* (Author, 2023) reveal that 40% of cadets at the Portuguese Military Academy still harbor concerns regarding the integration of women into combat roles. However, the responses provided by cadets emphasize the pressing need to confront institutional barriers, foster inclusive training practices, and challenge entrenched gender norms. These efforts are crucial for making meaningful strides towards gender equality within military contexts. The challenges extend beyond Portugal; other European Union member states, including Nordic countries, have faced similar obstacles despite initiating a more prompt and accelerated process of transformation (Ahlbäck et al., 2024). For instance, Denmark, which opened military positions to women in 1971, witnessed female recruits promptly questioning their prospects for advancement, both vertically within the hierarchy and horizontally across specializations previously inaccessible to women. While these requests were not immediately granted, they eventually led to the opening of military academies - and consequently, officer ranks - to women in 1974 (Ahlbäck et al., 2024). Interestingly, this change was one of the few during that period initiated by internal decisions within the armed forces rather than through parliamentary action.

The topic under study, as reported by these studies, remains marked by an absence of definitive measures that advocate for the prevalence of equity, diversity, and gender inclusion within European Union armed forces. This enduring gap stresses the pressing need



for sustained exploration and a deeper investigation into the subject matter. The evolving narrative necessitates a robust foundation of knowledge, one that empowers informed decisions and underpins genuine strides toward a more inclusive military landscape.

Lastly, in this section, we juxtaposed the USA with the EU because the USA is internationally recognized as a leader in military-gender-related research. A cursory search on Scopus using keywords "gender" and "military" reveals that the USA leads globally with 3034 manuscripts (as of May 5, 2024), followed by the UK with 578. When expanding the search to include terms like diversity and inclusion, the USA maintains its lead with 17 manuscripts, trailed by Canada with 9 and the UK with 5. Conducting this analysis provides insight into the forefront of research in the country most engaged with this topic, offering readers a longitudinal perspective.

The background of the Erasmus+ MGS Project

This section is dedicated to delineating the contours of the EU strategic partnership within the Erasmus+ Program, a venture known as Military Gender Studies (MGS). The inception of the MGS project was a direct response to a crucial gap in understanding, as highlighted earlier. Recent studies, spanning both the United States and numerous European Union countries, have consistently shows the prevalence of male hegemony within military organizations. This recognition of a pervasive pattern laid the foundation for the imperative that drove the creation of the MGS initiative. Amidst this backdrop, the MGS initiative was conceived to address the gender awareness deficit within the EUMSAs. The overarching aim was to bridge this gap by unveiling insights into a gendered phenomenon that was hitherto unexplored. A primary goal took the form of probing deeply into the realm of gender dynamics within the EUMSAs, particularly in the context of young cadets. This investigation aimed to discern whether these young cadets assimilate into the military culture, particularly one that is steeped in a hegemonic male environment.

Moreover, the MGS project embraced a second significant objective – the assessment of the level of peer acceptance when women ascend to leadership roles within these male-dominated settings. This aspect, intrinsically linked to gender dynamics and power structures, accentuates the project's holistic approach to comprehending the complex interplay between gender, culture, and leadership within the EUMSAs. In essence, the MGS initiative was conceived as a proactive response to the documented male dominance prevalent in military organizations. It sought to address this imbalance by delving into the



uncharted territory of gender awareness within the EUMSAs. The core objectives centered on investigating cadet adaptation to entrenched military norms and examining the receptivity of peers to women in leadership positions. Through this multi-faceted exploration, the project aimed to drive forward a more inclusive and equitable paradigm within the domain of the EUMSAs.

Over three years, the MGS project undertook a comprehensive data collection initiative, encompassing both quantitative methods, such as questionnaires, and qualitative ones, including, for instance, interviews and focus groups. For this article, we opted to utilize the dataset that appeared most pertinent to our objectives. Given that qualitative data provided richer and more insightful perspectives, we focused on extracting insights from this repository. Particularly, qualitative data offered a better understanding of EDI, capturing the complexities inherent in these concepts more eloquently than quantitative data. The primary goal of the project was to pinpoint existing gaps, foster the evolution of effective practices, and establish clear commitments among Military Institutions. This endeavor unfolded within the framework of an EDI perspective, shedding light on gender roles within the European Union military education systems. The genesis of this process lay in bolstering the symbiotic relationship between gender research, institutional policies, and practices, with the active participation of partner institutions situated across Portugal, Italy, Bulgaria, and Romania. One of the notable strengths inherent to this collaboration was the inclusion of diverse European Union partners. This dynamic amalgamation was driven by the recognition that varying socio-political contexts across these nations would engender a more comprehensive approach. It is, however, vital to underline that the project, while rich in insights, does not seek to generalize its findings, acknowledging the need for continued depth and scientific maturity as it progresses. Central to the project's trajectory was the creation of a handbook specifically designed to impart knowledge about gender issues within partner military institutions, and eventually, within the EUMSAs. This crucial resource was meticulously developed to foster a profound understanding of gender dynamics. As a natural progression, the project orchestrated training workshops for cadets, accompanied by train-the-trainer sessions catering to interested participants from partner institutions. This multipronged approach aimed at disseminating awareness and knowledge, thus cascading the impact across a wider spectrum. The culmination of the MGS initiative envisions partner institutions seamlessly integrating Military Gender Studies into their curricular offerings. This strategic move is poised to invigorate the educational landscape, ushering in a phase characterized by



equity, diversity, and inclusivity. The project's timeline spans 30 months and has just finished, with the team writing the final report to deliver to the European Commission. The outcomes include the publication of results in the form of a scientific article and a groundbreaking multiplier event intended to amplify the project's findings within both military and civilian domains. The ultimate aspiration is for the EUMSAs to emerge as beacons of change, adept at attracting and empowering an increased number of women enlistees. This vision is underpinned by a commitment to embracing innovative practices that reshape traditional gender roles. In summary, the MGS initiative stands as a testament to the collaborative efforts driving transformation within military education, with its imminent impact poised to reverberate across the domains of the EUMSAs and beyond.

EDI in the European Union Military Schools and Academies (EUMSAs)

This section analyzes EDI within EUMSAs, aiming to respond to the research questions. Our analysis emphasizes the prevailing gender dynamics within these institutions, shedding light on the enduring impact of historical male dominance within military culture, which often acts as a barrier to the full integration of women. To address these challenges, our study advocates for the implementation of educational initiatives designed to systematically embed EDI principles into the military culture. We advocate for the development of educational modules tailored to comprehensively address gender dynamics. These modules encompass a spectrum of topics including the deconstruction of prejudices, the promotion of inclusive leadership paradigms, the confrontation of rooted stereotypes, and the acknowledgment of intersectionality's role in shaping individuals' experiences. Moreover, we stress the importance of fostering effective communication skills and ethical awareness within these training modules. Strategies to promote EDI within EUMSAs include the establishment of standardized physical testing protocols, ensuring equal access to opportunities across all genders, and actively tackling biases inherent in recruitment and leadership selection processes. Furthermore, our analysis shows the necessity of addressing the challenges that women encounter in peer interactions within these military settings, emphasizing the need to foster genuine inclusion and mutual respect. Despite the identified obstacles, our outlook remains optimistic, buoyed by the support gathered from supranational entities such as the Erasmus+ program. We conclude this section by stressing the need to affect a comprehensive integration of gender-related concerns into military education curricula, moving away from tokenism and closer to genuine inclusion and equity.



Gender dynamics – physical assessment, leadership dynamics, and behavioral paradigm

The consensus among students in EUMSAs is resounding: the European Union Armed Forces serve as a critical arena for addressing and analyzing gender-related issues. This consensus is grounded in the historical prevalence of a male-dominated stance within these military institutions, a phenomenon underlined by longstanding male codes and regulations that have shaped their identity over generations. Regrettably, these very elements of military culture have inadvertently nurtured a gendered framework that obstructs the full integration of women into their ranks, as highlighted by research conducted by Portillo et al. (2022).

The salience of this issue becomes even more pronounced when juxtaposed against the backdrop of contemporary gender dialogues ongoing in EU society. Interestingly, participants in the study suggest that these broader gender discussions might not seamlessly translate to the military sphere. In the eyes of young cadets, debates concerning gender-neutral language or the intricacies of shared public spaces, such as gender-inclusive bathrooms, appear premature when applied to the military context. Instead, they highlight the urgency of implementing educational initiatives that sensitively address gender disparities. A candid comment from a participant shows this sentiment:

“In the EUMSAs, I often notice two types of unconscious behaviors, one is related to the great lack of knowledge of EDI and the other related to stereotypes, which can increase discrimination.”

The study findings emphasize the potential efficacy of introducing educational modules that comprehensively cover equity, diversity, and gender inclusion topics. This approach, they contend, can foster a deeper understanding of challenges and avenues for progress, thereby facilitating the organic integration of appropriate measures across all members of Military Schools and Academies. This aligns with official documents and strategic plans advocating for diversity promotion within the armed forces, which stress the creation of educational resources and protocols to encourage unbiased recruitment and retention (Governo de Portugal, 2022). Against the backdrop of a male-dominated culture rooted in subordinating individual interests to the collective, gender education emerges as a potent instrument to dismantle ingrained male-centric mindsets (Strachan, 2021). By integrating equity, diversity, and gender inclusion within the very fabric of military culture, the stage is set for the potential success of the MGS project. The transformation envisioned



by the project pivots on young cadets embracing a broader, inclusive outlook achieved through understanding and actively promoting these principles.

Regarding specific modules, we now offer a comprehensive exploration of gender dynamics within military institutions. This includes exploring historical gender roles, definitions, stereotypes, and the pervasive impact of gender biases on organizational culture (Module: Understanding Gender Dynamics). In this module, we also emphasize the significance of acknowledging prejudice, as highlighted by Buitendijk et al. (2019). These authors suggest that subtle and implicit forms of discrimination can be just as, if not more, detrimental to well-being and motivation as overt discriminatory behavior. Moreover, merely symbolically endorsing equal treatment can obscure the identification of prejudicial instances. Recognizing that discrimination may persist despite good intentions is a crucial first step. Meaningful change can occur when members of privileged groups are willing to report instances of unequal treatment and when organizations are receptive to suggestions for enhancing their processes. The Understanding Gender Dynamics Module also explores these issues, urging students to grasp that subtle and implicit biases can have profound negative effects on both well-being and performance, often surpassing the impact of overt discrimination. Furthermore, we have developed curriculum components to examine the relationship between gender and leadership in military contexts. In that regard, we explore the challenges and opportunities for women in leadership roles, strategies for fostering gender-inclusive leadership, and the significance of diverse perspectives in leadership (Module: Leadership and Gender). Another critical focus is on combating stereotypes prevalent in military environments through critical thinking and the promotion of a culture of respect and inclusion (Module: Combating Gender Stereotypes). We also provide strategies to facilitate discussions about unconscious bias and cater to the diverse needs of cadets (Module: Promoting Inclusive Practices). Our fourth module sheds light on the intersectionality of gender with factors such as race, ethnicity, sexual orientation, and socioeconomic status, recognizing how these facets influence individual experiences within military institutions (Module: Intersectionality). The significance of intersectionality resonates strongly with the findings of Buitendijk et al. (2019), emphasizing the recognition that individuals may belong to multiple marginalized groups simultaneously, thereby encountering compounded obstacles within the academic domain. This shows the importance of embracing an inclusive and holistic approach to EDI, as isolated and short-



term interventions are unlikely to yield meaningful results without considering this framework.

In addition, comprehensive training in effective communication skills is offered, specifically tailored to address gender-related issues. This encompasses techniques to foster constructive dialogue, manage conflicts, and enhance mutual understanding between cadets and staff (Module: Effective Communication). Our training also examines the role of institutional policies and practices in promoting gender equity and inclusion. This involves analyzing case studies of successful policy initiatives and strategies for driving organizational change (Module: Political and Institutional Change). Finally, ethical considerations regarding gender equity and inclusion in military institutions are thoroughly addressed, emphasizing the defense of principles of justice, dignity, and respect for all individuals (Module: Ethics). These modules feature the critical importance of advancing EDI and have been promptly integrated into the training offerings of the EUMSAs participating in the project.

The journey towards Equity, Diversity, and Inclusion (EDI) in the EUMSAs is marked by specific strategies. Cadets support the establishment of uniform physical standards devoid of gender distinctions. This perspective shifts the focus from individual physical prowess to the collective preparation of a cohesive team for collaborative endeavors. This echoes recent research championing intellectual and technical capabilities over isolated physical attributes. The normalization of standardized physical tests accentuates the commitment to equal rights and impartial treatment. Thus, implementing standardized physical tests will serve to reinforce the principle that all individuals are entitled to equal rights and treatment, free from any form of positive or negative discrimination.

Another pivotal consideration involves providing entry avenues tailored to candidates with varying starting points and unique access requirements. To address this, participants propose post-preparatory training physical access tests, a leveling approach that affords all candidates an equal footing. This addresses the asymmetry faced by civilian candidates entering a military milieu. This becomes particularly crucial as a significant number of candidates hail directly from civilian backgrounds, leaving them at a disadvantage compared to candidates who already possess a military background. This approach seeks to bridge this disparity, ensuring that every aspiring cadet, irrespective of their initial circumstances, can embark on their military journey from an equal footing.



While the dearth of women in leadership and command roles remains a pressing concern, military schools have attempted to redress this imbalance through the direct appointment of female cadets to such positions. Yet, this policy has inadvertently sparked a sense of injustice among their male counterparts, triggering a chorus of criticism from both male and female students. These voices contend that the focus should pivot towards fostering broader representativeness within the military, advocating for strategies that bolster access during recruitment and selection processes. They assert that the goal should transcend mere gender-based appointments, steering clear of positioning women in leadership roles solely due to their gender. This viewpoint extends to real-world observations as well. A case in point is the selection of female cadets for media coverage, which resonates with the experiences recounted by a student:

“It seems to me that some activities are a bit forced, as the choice of women in the foreground during media reports.”

The sentiments expressed underline a nuanced perspective, one that strives for authentic gender equity, free from tokenism. This dialogue highlights the importance of cultivating an environment where meritocracy prevails, emphasizing that representation should emerge from a diverse pool of qualified candidates, irrespective of their gender. The students' assertion highlights a potential reality within the EUMSAs, that is, gender biases and stereotypes can indeed influence perceptions of merit, leading to unequal opportunities and outcomes for men and women, as posited by Heilman (2001). In such contexts, the essence of meritocracy lies in the impartial evaluation and recognition of individuals solely based on their abilities, skills, and accomplishments, irrespective of their gender (Augoustinos et al., 2005; Castilla, 2008; Demirbilek, 2023). Thus, attaining gender equality within a meritocratic framework demands concerted efforts to confront and dismantle these biases and barriers.

Hence, the concept of diversity entails the formulation of comprehensive strategies aimed at bolstering the involvement and engagement of not only women but also all marginalized groups that currently lack representation. Turning to inclusion, it is noteworthy that reports indicate that women typically experience a sense of respect from their senior officers, as well as from their subordinates and younger peers. Paradoxically, however, the focal point of gender-related challenges appears to emanate from within their peer group. In this context, female cadets put forth a crucial observation, underscoring the dynamics they



encounter among their peers. A poignant excerpt from a student's contribution encapsulates this sentiment:

“I believe the biggest gender issues are the peers. They feel entitled to make discriminatory jokes, which does not always go over well. However, towards senior officers and younger cadets, they have a more reasonable attitude.”

This introspection draws attention to the complexities of gender dynamics within the military environment, revealing that while progress is being made on some fronts, there remains a need for concerted efforts to foster respectful and inclusive interactions among peers. It is a call for a holistic transformation of attitudes and behaviors, from fostering an understanding of gender-related issues among fellow cadets to nurturing a culture that values diversity and is free from discriminatory behaviors.

Our research also unveiled a noteworthy observation—a subset of female cadets finds themselves compelled to modify their behavior when placed in the company of male cadets. This phenomenon highlights a pivotal truth—genuine inclusion can only thrive when all groups can freely exchange ideas and hold mutual respect. A revealing quote from a female cadet captures this sentiment with eloquence:

“When I am with boys I think twice before I act, because I end up having more attention turned to me. Normally, I feel more comfortable around girls, and it is with them that I share my thoughts.”

This candid admission underlines the complexities of gender dynamics within the military context. It emphasizes the delicate balance between authenticity and adaptation that female cadets often grapple with in mixed-gender environments. This extends an invitation for introspection, prompting us to examine how peer dynamics and societal expectations might influence behavior and interactions.

In essence, the findings underline the nature of implementing effective Equity, Diversity, and Inclusion (EDI) policies within the EUMSAs. The journey is marked by formidable challenges, encapsulating the need for profound shifts in perspectives and practices. Yet, there is optimism on the horizon, emanating from supranational endeavors. Notably, the European Commission's resolute support through the Erasmus+ program's strategic cooperation projects signifies a beacon of progress. This support not only grants a platform for comprehending the multifaceted aspects of EDI but also facilitates the integration of relevant teaching methodologies. In the context of the Erasmus+ MGS project, the pivotal outcomes echo resoundingly. A crucial revelation is that institutional gender



policies are not set in stone; they can be refined and enhanced. For instance, the study casts doubt on the efficacy of gender-sensitive policies linked to aptitude tests. Similarly, the practice of selecting students for specific military roles solely based on gender, such as command positions, is deemed ineffective and counterproductive. Rather, a prevailing sentiment among most students is that meaningful gender policies should pivot toward comprehensive integration of gender-related matters within the EUMSA curriculum. In this dynamic landscape of military education and cultural evolution, the insights derived from the Erasmus+ MGS project serve as a lodestar. They guide the evolution of gender policies away from tokenism and superficial solutions, steering them towards comprehensive integration within the educational framework. This transformative approach holds the potential to foster a new generation of military professionals who champion gender equity and inclusion not as mere appendages, but as integral principles that enrich the very constitution of the EUMSAs.

4.5 Conclusion

Theoretical and managerial contributions

This article represents a significant advancement in the domain of EDI, building upon the foundations laid by Buitendijk *et al.* (2019) and Fuentes *et al.* (2021). Its primary aim is to explore the prevalence of behaviors associated with a male-centric culture within the context of the EUMSAs. Through an complex exploration, our study seeks to unravel the layers of this issue, enhancing our comprehension of its complexities. To undertake this comprehensive analysis, we employed a diverse array of data collection sources. Our efforts were situated within the expansive setting of the European Union Erasmus+ strategic cooperation initiative, specifically the MGS project. We have successfully pinpointed several critical areas that warrant attention. These areas are related with issues such as physical assessments, leadership dynamics, and behavioral paradigms. It is within these realms that a tangible sense of inequality often takes root. Our findings highlight the presence of disparities, shedding light on instances where traditional male-oriented attributes and expectations inadvertently sideline inclusivity and diversity. In investigating these complexities, our study takes a proactive stance. Beyond merely highlighting the challenges, we are committed to presenting solutions and strategic guidelines. We aim to facilitate the emergence of a more inclusive and balanced discussion within the EUMSAs. Thus, this article not only builds upon the existing EDI theory but also serves as a pivotal steppingstone



toward rectifying prevailing imbalances within the EUMSAs. It is an outcome of research underpinned by the MGS project's collaborative ethos. By exploring the male-centric behaviors, we endeavor to ignite meaningful conversations, drive tangible change, and establish a stronger foundation for embracing diversity within the domains of military schools and academies.

Drawing upon the existing literature, a compelling narrative emerges where both the United States and European Union member states exhibit promising gender perspectives. Notably, the authors have highlighted a transformative shift underway, suggesting a growing acceptance within the armed forces towards underrepresented groups. This shift, however, remains contingent upon variables such as rank, gender identity, and educational attainment, as astutely pointed out by Ivarsson et al. (2005). Within the domain of gender dynamics, recent studies have brought to light a remarkable phenomenon: the swift ascension of women as the fastest-growing segment within the armed forces. Yet, it is important to acknowledge that progress remains uneven across the European Union. In certain member states, women still encounter barriers that restrict their participation in specific tasks and military missions. This inconsistency prompts us to confront the complexity of gender inclusion, even amidst overall advancements.

A parallel discourse emerges when exploring into the EUMSAs. In congruence with the findings of Do & Samuels (2021), it becomes evident that EUMSA cadets continue to contribute to the perpetuation of a highly masculinized culture. This perpetuation inadvertently sustains the deeply ingrained male-warrior military narrative, which, until recently, seemed entrenched and unchallenged. However, it is worth noting that this narrative has been progressively debunked by contemporary research, introducing fresh perspectives that disrupt conventional wisdom. A pragmatic and effective approach to eradicating this highly masculinized culture within the EUMSAs is through the establishment of comprehensive policies. Specifically, such policies should lay the groundwork for the development and implementation of educational curricula that emphasize themes of equity, diversity, and gender inclusion. This approach aligns with research suggesting that a conscious incorporation of these topics into training and educational frameworks can lead to a profound transformation in organizational culture. This argument is well aligned with the work of Fuentes et al. (2021), who advocate for a greater investment of resources towards the development and advancement of EDI within higher education, particularly focusing on curriculum and pedagogical approaches. They highlight



the ongoing neglect of study plans, with educators often lacking sufficient guidance. Their findings emphasize the critical importance of integrating EDI principles into the curriculum to foster an inclusive learning environment and promote cultural competence goals. Our efforts aim to challenge and reverse this perception, aligning with existing literature not only in recognizing the need for change but also in taking proactive steps towards implementation. In essence, this synthesis of literature highlights the need for a trajectory of change within both the armed forces and the EUMSAs. It paints a picture of evolving perceptions and growing acceptance. However, this journey is fraught with complexities and inconsistencies, demanding an understanding of gender dynamics. As we move forward, the delineation of strategic policies and the integration of educational curricula focused on equity and diversity emerged as essential catalysts for ushering in a more inclusive and balanced future.

Steps and strategies for a detailed EDI implementation to enhance practical suggestions

To enhance the effectiveness and comprehensiveness of our proposed training programs, we resume some of the initiatives to ensure the practical implementation of our suggestions: (1) Integration of Specialized EDI Modules: We propose incorporating specialized modules on Equity, Diversity, and Inclusion (EDI) into the military education curriculum. These modules should include real-world scenarios, exercises, and case studies to ensure practical understanding and application. (2) Incorporation of EDI into Institutional Policies and Practices: EDI should be embedded in institutional policies and practices. Policies should emphasize the importance of EDI at all institutional levels. Current policies at EUMSAs should be periodically reviewed and updated based on feedback and evolving best practices. (3) Feedback and Reporting System: EUMSAs is currently implementing a feedback and reporting system that allows military personnel and civilians, including EUMSAs cadets and staff, to provide feedback on EDI initiatives and report cases of discrimination or prejudice without fear of reprisals. This system is being developed at the level of the Ministries of Defense of the Member States of the European Union and includes EUMSAs participants. (4) Regular EDI Audits and Assessments: Regular audits and assessments should be conducted to measure the effectiveness of EDI initiatives and identify areas for improvement. While audits are already performed at the Ministry of Defense (MoD) level, it is necessary to establish similar audits at the EUMSAs level. (5) Involvement



of External Experts and Think Tanks: To continue advancing our studies and to present innovative and up-to-date perspectives, external experts and think tanks should be involved.

(6) Continuous EDI Awareness and Education: Promoting EDI awareness through continuous education is crucial. This includes organizing workshops, seminars, and continuing education programs to keep EUMSAs members informed about the latest trends and research on EDI. This initiative is already being promoted as part of the MGS project.

In conclusion, the practical implementation of these suggestions will increase the likelihood of success for the practices developed within EUMSAs. These measures can significantly enhance the usefulness and impact of EDI initiatives, contributing to a more inclusive and equitable environment.

Suggestions for future research and limitations

The employment of a case study approach, while rich in insights, unveils certain limitations that warrant consideration. While the MGS project did include a repository of quantitative data, it is the qualitative dataset that most eloquently encapsulates the intricacies of Equality, Diversity, and Inclusion (EDI) within the EUMSAs. This qualitative lens, however, introduces a caveat: the challenge of extrapolating findings to all EUMSAs. Thus, the imperative arises for a more expansive inquiry, one that either encompasses a broader scope of the EUMSAs or extends its reach to include additional Member States within the European Union. This trajectory serves to elevate the generalizability and robustness of the research findings. The utility of our research extends beyond the confines of the European Union, serving as a foundational framework for comparative analyses with the USA and other regions, as evidenced in the preliminary section of our findings. Nonetheless, it is crucial to acknowledge that the generalizability of our results cannot be extended to other global regions, such as Asia.

A second avenue of consideration lies in the potential influence of researchers' subjectivity. This aspect is frequently subjected to critique, yet our study has endeavored to use this concern with a strategic framework. To counterbalance the inherent subjectivity associated with case studies, we adhered to systematic methodologies across the spectrum of the EUMSAs under study. As explained earlier, this involved the careful design of interview protocols (Appendix A) and the integration of multiple sources for data collection. These measures were pivotal in ensuring that our findings hewed as closely as possible to the authentic phenomenon under investigation.



Furthermore, a pivotal step taken to fortify the research's methodological rigor was the engagement of external researchers in the review process. This process played an integral role in safeguarding adherence to a well-defined and principled methodological trajectory. Their impartial assessment contributed to the validation of the research process and findings, serving as a testament to the scholarly rigor embedded within the study. In summation, while the case study approach offers an avenue for exact insights, it is crucial to acknowledge its inherent limitations. The qualitative richness gleaned from the MGS project data presents an invaluable lens into EDI within the EUMSAs. However, the challenge of generalization necessitates future research expansion, as mentioned before in this section. Moreover, the specter of researchers' subjectivity is addressed through meticulous methodological structuring and external validation, lending the research an added layer of scholarly credibility. By threading this careful balance between exploration and methodological robustness, we strive to contribute meaningfully to the discourse on EDI within the domain of EUMSAs.

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Conflict of interests

The authors declared no potential conflicts of interest concerning the research, authorship, and/or publication of this article.

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Appendix A

Example of a Protocol – Interview Protocol

The MGS Interview Protocol was developed by the Portuguese team and thoroughly discussed with all stakeholders. This protocol aimed to address the most critical issues concerning gender equality, diversity, and inclusion (EDI) within the EUMSAs. We also



want to emphasize that the following questions were developed based on two essential sources. Firstly, the protocol was carried out after carrying out a thorough literature review as part of the MGS project. Secondly, the protocol was based on a pre-existing questionnaire that guided us in formulating these 21 questions.

1. Is your class predominantly composed of men or women, or is it balanced? How do you believe gender imbalances, if they exist, could affect cadets and their group dynamics? What impact, if any, do you foresee, and why?

2. Do you adjust your behavior in any way when you are in a group predominantly comprised of one gender? How do you adapt to these situations, and what drives you to do so?

3. Do you believe the military institution should or should not adopt language that prevents discrimination based on gender?

4. Have you ever felt discriminated against or treated differently because of your gender? Could you provide an example?

5. In your opinion, do cadets have equal or different abilities [physical or mental] depending on their gender? If you believe there are differences, what approach would you consider appropriate to address these varying capabilities? What actions, if any, should the military institution take to resolve this disagreement?

6. Have you ever experienced or considered making a complaint about a discriminatory incident involving a cadet, staff member, or other party? Could you provide details if it occurred?

7. If you answered [yes] to the previous question, what prevented you from filing a formal complaint?

8. If you believe there are perceived gender differences in physical or mental abilities among cadets, what steps do you believe [the military institution] should take to address these disparities?

9. Are men and women treated equally within this institution? What experiences or observations led you to this conclusion? Could you provide examples that support your viewpoint?

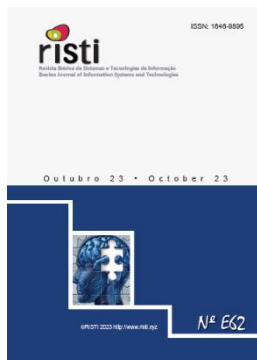
10. Do you believe you have the same opportunities for a military career and equal access to ranks and operations compared to cadets of another gender? Can you provide practical examples illustrating your perspective?



11. How do you perceive the current gender representation within this institution? Do you consider this balanced or unbalanced, and do you believe this should or can change?
12. Is an equal presence of both sexes beneficial, or harmful to the institution?
13. Would you feel comfortable being led by a person of a specific gender?
14. Would you feel comfortable leading a group predominantly made up of a specific gender?
15. Do you believe that the inclusion of gender perspectives should or should not be part of this institution's curriculum?
16. What motivated you to participate in this interview?
17. Do you believe that there is gender equality within this institution in general terms?
18. How do you think cadets at this institution perceive gender mainstreaming, which involves integrating a gender equality perspective into all policies, programs, and projects?
19. What is your vision for the future of integrating a gender perspective within this institution?
20. What are your goals for your military career?
21. Is there anything else you would like to share that we did not cover but is pertinent to our research?



5. Chapter V – Article 4



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Systematic literature review on gender bias and machine learning in safety

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Abstract

The present study was developed to analyze the challenges of using gender-biased data for machine learning in security. The search for limitations of machine learning and the debate on contagion via unbalanced data in the training phase, namely in the gender dimension, were based on the Prisma protocol.

After defining the keywords to be searched for and the exclusion criteria, the analysis of the 39 selected investigations was expanded using VOSviewer, Connected papers, and Treecloud.

The combination of previous techniques and procedures made it possible to conclude that: (1) cognitive biases may exist in machine learning due to the use of unbalanced data for training; (2) providing data-balanced training (also on gender) to a network increases its resilience; (3) it is possible to introduce algorithms with gender-sensitive attributes to



mitigate biases in machine learning; (4) there is a gap on scientific investigations regarding gender biases in the security field.

Keywords: gender-bias; security; machine learning; data.

5.1 Introduction

Thinking about security in a liquid world, where the risks we believe we identify and that cause us fear reflect ourselves and our cultural perceptions, requires us not to be paralyzed by the fact that "science gropes blindly over the limits of dangers" (Beck, 2015, p. 78).

In fact, the risk society in which we live demands that comprehensive responses be designed and implemented, and that the involvement of all resources (human or material) be effective (Bordoni & Bauman, 2016). Thus, the search for solutions to increasingly global challenges requires that responses cannot be local or fail to incorporate all existing knowledge in society (Zizek, 2009).

In this context, where the science dedicated to the study of risk and security management is confronted with the paradox that the exercise of forecasting the future may serve as a source of inspiration for incivilities/atrocities, it seems difficult to overcome the dialectic that today's challenges are consequences of modernity (Giddens, 1990).

In these terms, it becomes clear that it is necessary, even in the field of security, to resort to the use of machines to conceive solutions that go beyond the reach of human imagination, as is the case with Alpha Zero, Generative Pre-Trained Transformer, or the discovery of Halicin (Kissinger, Schmidt, & Huttenlocher, 2021).

As Damásio (2011) describes, Descartes' maxim, *cogito ergo sum*, is wrong. In this case, not only because the absence of emotions can impair rationality, but especially because humans have lost the monopoly on the superiority of reason, intelligence, and thinking ability.

While it may not be possible to fully discuss the consequences of the advent of artificial intelligence (AI) for defining the very concept of humanity (the debate about the bandwidth that humanity can occupy at a time when machines think), this study aims to contribute to a more humble and circumscribed purpose. Specifically, this research was designed with the focus of analyzing the challenges of using gender-biased data for machine learning in security.



The contribution to the debate on how machines learn to think and the challenges inherent in this requires the study to be organized into an analysis of concepts and keywords, a bibliometric analysis, and a discussion of the main contents, in addition to explaining the methodological choices and the conclusion.

5.2 Data as a vector for the propagation of gender bias

The work of psychologists has challenged assumptions about judgment and decision-making, revealing that the way we think is not as rational as we might expect. In fact, these studies have shown that only by combining the use of our automatic and reflective brain systems in every thought about a particular situation can we mitigate judgment errors resulting from cognitive biases (Allen & Gerras, 2010).

Being aware of these mental shortcuts and having the critical thinking skills to know that what we see results from a combination of objective data and data that confirm our beliefs is crucial in all areas of business, but it is especially decisive in institutions related to the *ultima ratio regum* (Jonathan, Nathan & Joe, 2015).

In this sense, institutions responsible for security continuously strive to equip their resources with mechanisms to overcome the challenges. As of 2023, entities have sought to mitigate this challenge by valuing critical thinking skills, making this one of the most valued competencies (World Economic Forum, 2023). However, considering that machines have started to learn, the challenge now is to understand whether machine learning can be a potent transmitter of biases, due to being based on incomplete or sometimes incorrect data, leading to flawed learning outcomes (Cervantes, García-Lamont, Rodríguez-Mazahua, & Lopez, 2020).

This question is relevant because in all AI learning (whether unsupervised, supervised, or reinforcement learning), there is extensive use of data to verify trends, even though in reinforcement learning AI is not merely a spectator. Thus, if the data provided have limitations, those limitations tend to be reproduced, leading to the typical garbage in, garbage out scenario (Domingos, 2018). Considering that, in programs like the AlphaDogFight of the Defense Advanced Projects Agency, AI pilots have outperformed human pilots in simulated combat, it seems crucial to study this domain of security due to its potential impact (Kissinger, Schmidt, & Huttenlocher, 2021).

Authors in this field seem to agree that unbalanced data can affect learning outcomes and suggest some ways to overcome these limitations, such as increasing sample sizes or



altering the weighting of algorithm metrics (Russell & Norvig, 2020). However, it seems difficult to overcome this challenge by relying on typical solutions like sample resizing when a larger data sample still contains the same limitations, such as the lack of gender-disaggregated data, or simply, by sex.

The previous statement is grounded in Beauvoir's (1949) argument that humanity is male and that woman is defined in relation to man and is not seen as an autonomous being. Against this backdrop, and knowing the centrality of data today, with the use of big data for various purposes, what we end up with after analyzing incomplete data, or data laden with silences, are consequently half-truths or even incorrect perceptions of a given subject. In fact, when AI supports medical diagnoses or analyzes *curricula vitae* that have been trained with informational deficits in the field of gender, what we will have been, at the very least, information for decision-making that will objectively be incomplete and perhaps even wrong (Perez, 2019).

This reproduction of inequalities continues to be a reality, it will not disappear over time, and it is not just a generational issue. For example, it was only in 2016 that the Unicode Consortium began to adopt gender for emoji language, which until then had been exclusively male; for example, there was no *policewoman*, only *policeman* (Bosque, 2018). Crucial areas like health are no exception. Until very recently, it was not known that the reference tolerance levels for radiation and chemicals for men (which included women) were not actually safe for women (Ministério da Saúde, 2013).

In security, only recently have ballistic vests adapted to female ergonomics been made available, and the type of weapon is still not adjusted to the size of a woman's hand, although in some countries it is possible to adjust the grip of the service weapon (e.g., Spain). In this context of apparent lack of consideration in the collection of sex-disaggregated data and, consequently, in the lack of customization of solutions for another socially significant actor—women—it becomes evident that it is necessary for women to have more inclusion and visibility in the field of data science, especially in a fundamental area of the state—security. In fact, the importance of advancing the consolidation of the fifth United Nations Sustainable Development Goal (2023), on gender equality in all dimensions of society (Agenda 2030), stands out.

To identify the main trends in this field and to contribute to addressing these realities, an effort was made to identify and systematize the key trends in this area, with the following section dedicated to explaining the protocol followed.



5.3 Methodological options

The search for contributions to the research objective was guided by conducting an ethical study, ontologically positioned in relativism and epistemologically in interpretivism (Saunders, Lewis, & Thornhill, 2019).

Following a path from the general to the specific, we are dealing with deductive reasoning, with a case study design, limited to the study of literature on gender bias and machine learning in the field of security over the past six years, since 2016 (Santos & Lima, 2019).

Data collection was conducted using the Publish or Perish software (for Scopus and Google Scholar) and the ScienceDirect website, based on the keywords identified as crucial from the analysis in the previous section of the text: gender-bias; security; machine learning. After defining the keywords to be used in the data search, filtering criteria were established to identify the most relevant scientific articles, focusing the systematic literature review, specifically by verifying the impact factor of each scientific article on the Scimago Journal & Country Rank platform (Easterby-Smith, Thorpe, & Jackson, 2015). Subsequently, based on a bibliometric analysis conducted using VOSviewer, connection maps between the main authors were developed.

In summary, the Prisma protocol (Charbonneau, *et al.*, 2020) was followed, where initially, the search criteria and locations were identified (keywords and search sites), duplicate records across various platforms were identified and eliminated, and exclusion criteria were defined. The exclusion criteria included not analyzing documents that did not address the areas established in the keywords, that were published before 2016, and that were not empirical studies. This analysis allowed for a reduction in the number of articles to be studied, from 127 to 39 (Appendix A), which form the basis of the discussion in the next section of the text.

Additionally, the tool known as Connected Papers was also used to obtain more information and/or access links suggested by the main studies analyzed.

Finally, to reinforce the conclusions of all the analysis conducted, word trees were created with the selected texts, reflecting their semantic proximity based on Treecloud, results that were also used in the discussion presented in the next section of the text.

5.4 Analysis and discussion of results

The use of the first analysis tool, VOSviewer, allowed the identification that the main connecting author between the clusters emerging from the search is Qadir, particularly in his co-authored work (Butt, Qayyum, Ali, Al-Fuqaha, & Qadir, 2023), as shown in Figure 8.

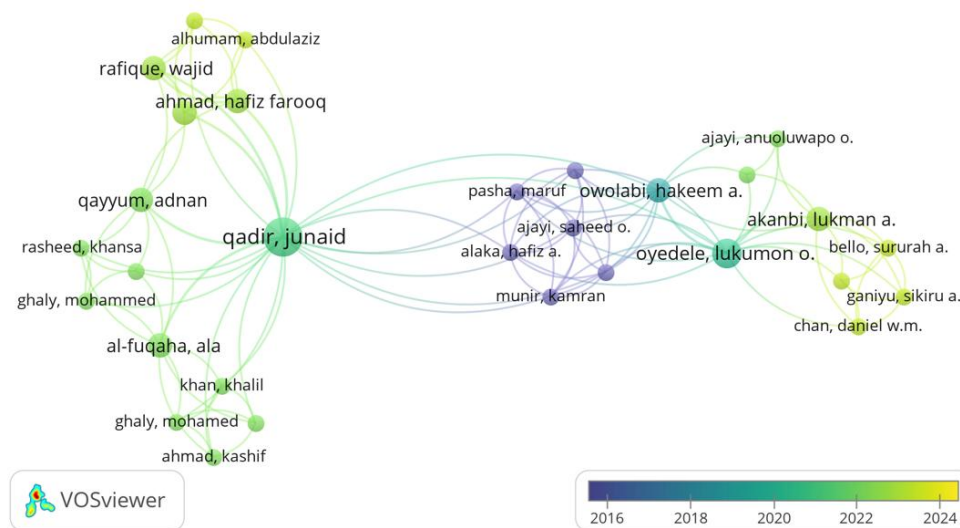


Figure 8 - VOSviewer Bibliometric Analysis

In this specific study, the authors highlight the significance that AI is having in people's daily lives, from scheduling daily activities to personalized shopping recommendations, with the success of this change needing to be measured in direct proportion to the benefit for humans. Given that AI is expanding the security perimeter we were accustomed to and that algorithms are closely linked to humans, it is important to view these AI technologies through a human-centered lens, always mindful of the need to correct underlying biases.

Additionally, the most central studies also suggest that the robustness of networks is linked to how they are trained, emphasizing the importance of training on small networks with balanced data across various dimensions (including gender) before appropriately scaling the model while maintaining its relative balance (Wu, Chen, Cai, He, & Gu, 2020).

Using Connected Papers (Figure 9), we find that the most prominent element is the publication by Mehrabi, Morstatter, Saxena, Lerman, and Galstyan (2019) on the importance of fairness/equity in the design of AI systems, always with the perspective that they can be used to make disruptive decisions in our lives.

Essentially, the authors suggest that it is crucial to ensure that these decisions do not reflect discriminatory behaviour, especially since we are at the beginning of the awareness

that this reality/dimension poses a challenge, and it is necessary to implement solutions to mitigate biases in AI systems, particularly gender biases.

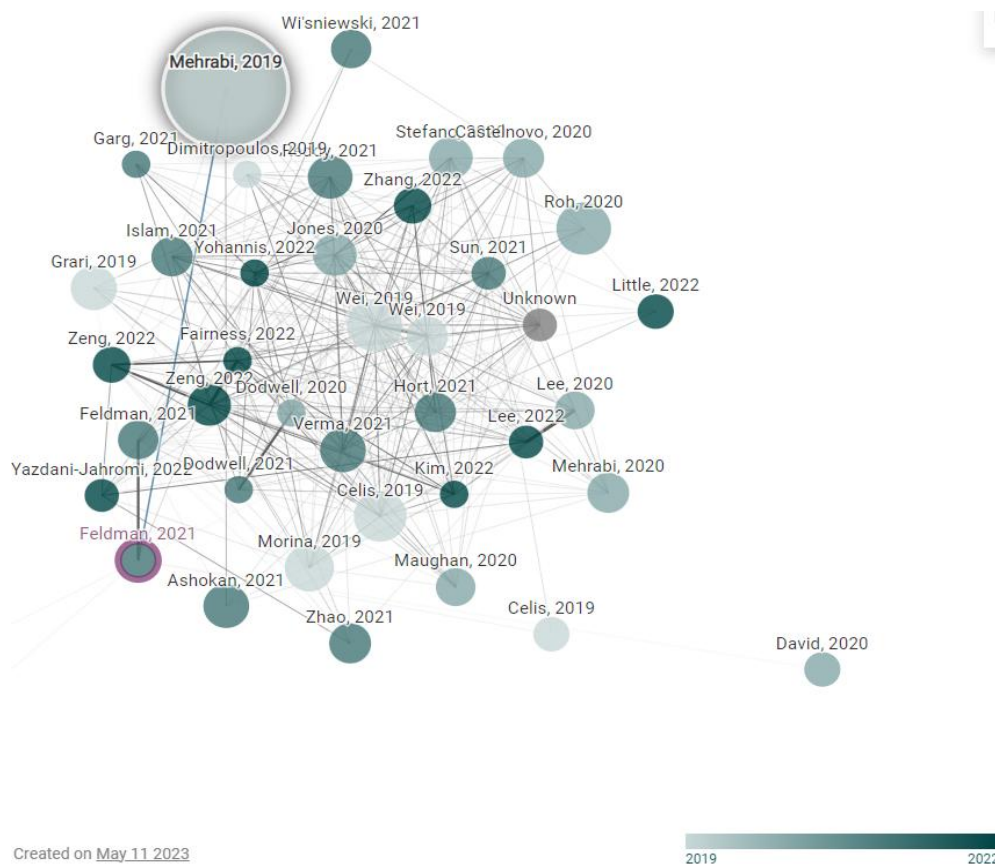


Figure 9 - Connected Papers Analysis

Other studies, which are interconnected with the previous one, suggest that model biases increase as datasets become more unbalanced and information remains in latent representation, even when bias mitigation algorithms are applied (Reddy, *et al.*, 2021). This highlights the critical nature of the fact that the collection of gender-disaggregated data has only recently begun.

Based on the selected studies (Appendix A), their content was input into Treecloud, and a maximum limit of 50 words and their proximity relationship was established, as shown in Figure 10.

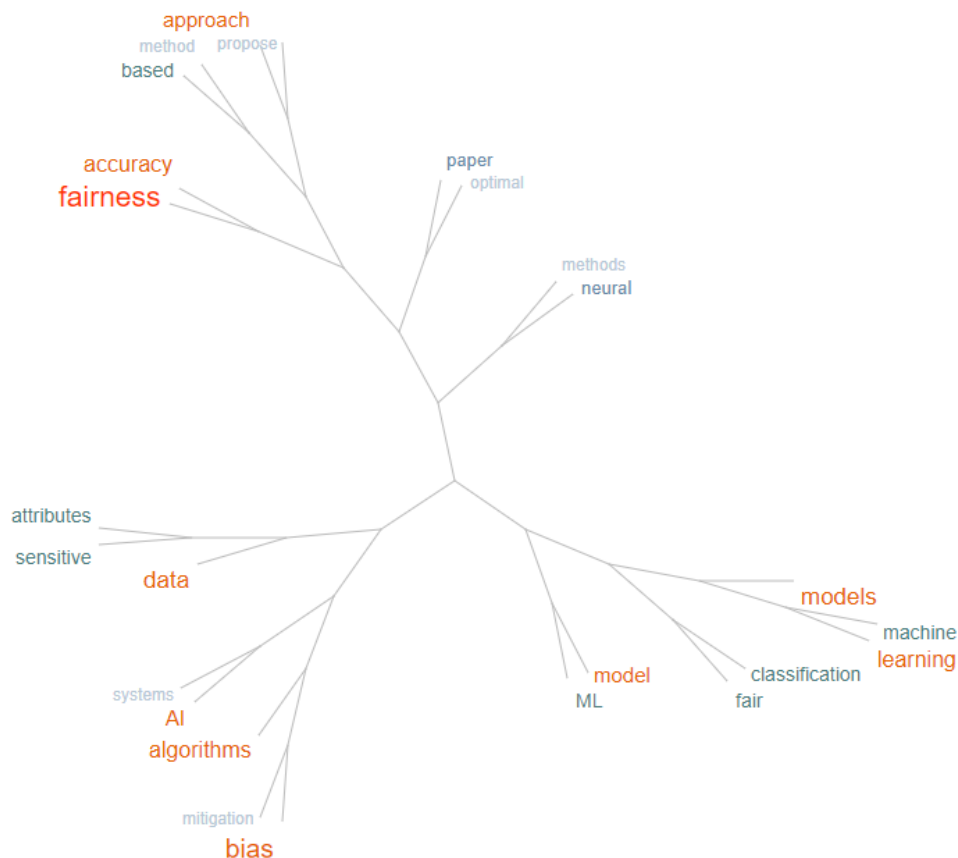


Figure 10 - Treecloud Analysis

The first observation from the analysis of Figure 10 is that the word "security" does not appear, while the others that were selected as fundamental for research do appear, albeit incompletely, as in the case of gender bias.

The second observation that can be drawn is that machine learning (ML) models can indeed be influenced by biases (including gender biases) if the algorithms have not been designed to mitigate such shortcuts, meaning the introduction of algorithms with gender-sensitive attributes that promote fairness and accuracy in the learning provided to the machine.

5.5 Conclusion

The main purpose of this research was to contribute to the analysis of the challenges posed using gender-biased data for machine learning in security.

The research objective arises from the dialectic that thinking is no longer a monopoly of humanity but rather another domain of competition. In this free-market environment, where machines are beginning to demonstrate capabilities that humans could not have



imagined, it is essential to conduct assessments of the limitations of this soulless thinking, particularly whether this thinking can be influenced by the same biases that typically affect fallible human beings.

Given the diversity of known cognitive biases, gender bias was selected for study. The choice of this bias was based on the potential spillover effect that this area could provide; the relative lag that the topic has in crucial areas like security was considered, and it was recognized that if nothing is done, inequalities will likely be reproduced in the digital world, but with potentially more harmful results due to the multiplier effect inherent in artificial intelligence.

Based on the Prisma protocol, 127 articles were identified across various platforms, considering the defined keywords: gender-bias; security; machine learning. After establishing exclusion criteria and eliminating duplicate results, a bibliometric analysis was conducted in VOSviewer on the 39 selected studies. After identifying the connection maps between the main authors, Connected Papers was also used to gather more information about the connections.

The combination of the aforementioned procedures, along with the use of word trees based on semantic proximity in Treecloud, allows for the following conclusions: (1) cognitive biases can exist in machine learning due to the use of unbalanced/incomplete data for training; (2) providing training with balanced data (including gender data) to a network increases its resilience; (3) it is possible to introduce algorithms with gender-sensitive attributes to mitigate biases in machine learning; (4) there is a gap in scientific research regarding gender biases in the field of security.

Holding the conviction that this topic is not exhausted by this research and that it is desirable to expand the number of platforms used; to refine the keywords and exclusion criteria, this exploratory study may serve as a basis for increasing knowledge about these drivers of change in security management.

Acknowledgements

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Table 17 - Appendix A – Selected Articles

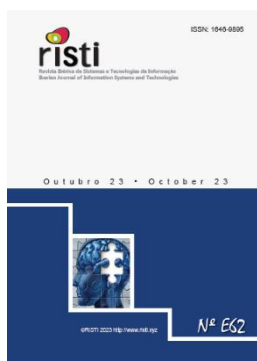
Title	Authors	Year
A Survey on Bias and Fairness in Machine Learning	Ninareh Mehrabi, Fred Morstatter, N. Saxena, Kristina Lerman, A. Galstyan	2019
A Generative Approach to Mitigate Bias in Face Matching using Learned Latent Structure	Jamal Alasadi; Ahmed AlHilli; Pradeep K. Atrey; Vivek K. Singh	2022
Gender Bias in Artificial Intelligence	Enrique Latorre Ruiz & Eulalia Pérez Sedeño	2023
Gender Differences and Bias in Artificial Intelligence	Valentina Franzoni	2023
Towards secure private and trustworthy human-centric embedded machine learning: An emotion-aware facial recognition case study	Muhammad Atif Butt a, Adnan Qayyum a, Hassan Ali a, Ala Al-Fuqaha b, Junaid Qadir	2023
A systematic review of socio-technical gender bias in AI algorithms	Paula Hall, Debbie Ellis	
Understanding and Mitigating Gender Bias in Information Retrieval Systems	Amin Bigdeli, Negar Arabzadeh, Shirin Seyedsalehi, Morteza Zihayat & Ebrahim Bagheri	2023
Analysis Effect of Bias lying in Artificial Intelligence: A Survey	Bangdao Liu, Keyao Wang, Mutian Yang	2023
Better security through diversity – a personal perspective	Leila Iranmanesh	2022
Mitigate Gender Bias using Negative Multi-Task Learning	Liyuan Gao, Huixin Zhan, Austin Chen, Victor Sheng	2022
Dealing with Gender Bias Issues in Data-Algorithmic Processes: A Social-Statistical Perspective	Juliana Castaneda, Assumpta Jover, Laura Calvet, Sergi Yanes, Angel A. Juan, Milagros Sainz	2022
Peer review and gender bias: A study on 145 scholarly journals	F. Squazzoni, Giangiacomo Bravo, M. Farjam, A. Marušić, B. Mehmani, Michael Willis, Aliaksandr Birukou, Pierpaolo Dondio, F. Grimaldo	2021
No evidence of any systematic bias against manuscripts by women in the peer review process of 145 scholarly journals	F. Squazzoni, Giangiacomo Bravo, Pierpaolo Dondio, M. Farjam, A. Marušić, B. Menhami, Michael Willis, Aliaksandr Birukou, F. Grimaldo	2020
Data and Techniques Used for Analysis of Women Authorship in STEMM: A Review	V. Bhagat	2019
Championing the Success of Women in Science, Technology, Engineering, Maths, and Medicine	Suw Charman-Anderson, Lauren Kane, Alice Meadows, B. G. Tzovaras, Stacy Konkiel, L. Wheeler	2017
Measuring the developmental function of peer review: a multi-dimensional, cross-disciplinary analysis of peer review reports from 740 academic journals	D. García-Costa, F. Squazzoni, B. Mehmani, F. Grimaldo	2021
Gender differences among active reviewers: an investigation based on publons	Lin Zhang, Yuanyuan Shang, Ying Huang, G. Sivertsen	2022
Mind the (submission) gap: EPSR gender data and female authors publishing perceptions	C. Closa, Catherine Moury, Z. Novakova, M. Qvortrup, Beatriz Ribeiro	2020
Women Authorship of Scholarly Publications in STEMM: Authorship Puzzle	V. Bhagat	2019
Gender and international diversity improve equity in peer review	Dakota S. Murray, Kyle Siler, V. Larivière, Wei Mun Chan, Andrew M. Collings, Jennifer Raymond, C. Sugimoto	2018
Representation of Women in HPC Conferences	Eitan Frachtenberg, Rhody D. Kaner	2021
How Gendered Is the Peer-Review Process? A Mixed-Design Analysis of Reviewer Feedback	T. König, G. Ropers	2021
A gender bias in the European Journal of Political Research?	E. Grossman	2020



Large-scale language analysis of peer review reports	I. Buljan, D. García-Costa, F. Grimaldo, F. Squazzoni, A. Marušić	2020
Discovering Inclusivity in Remote Sensing: Leaving No One Behind	K. Joyce, C. Nakalembe, Cristina Gómez, G. Suresh, Kate C. Fickas, Meghan Halabisky, M. Kalamandeen, M. Crowley	2022
Unprofessional peer reviews disproportionately harm underrepresented groups in STEM	N. Silbiger, Amber D. Stubler	2019
Implementation of the article "Representation of Women in High-Performance Computing Conferences"	Eitan Frachtenberg, Rhody D. Kaner	2020
Females Are First Authors, Sole Authors, and Reviewers of Entomology Publications Significantly Less Often Than Males	K. A. Walker	2019
Investigation of potential gender bias in the peer review system at Reproduction	Marie Biolková, T. Moore, K. Schindler, Karl Swann, A. Vail, Lindsay Flook, Helen Dick, G. Fitzharris, C. Price, Norah Spears	2023
Underrepresentation of women in computer systems research	Eitan Frachtenberg, Rhody D. Kaner	2022
Gender differences in scientific careers: A large-scale bibliometric analysis	Hanjo D. Boekhout, Inge van der Weijden, L. Waltman	2021
Gender gap among highly cited researchers, 2014–2021	Lokman I. Meho	2022
Gender Differences in Collaboration Patterns in Computer Science	Josh Yamamoto, Eitan Frachtenberg	2022
Disparities in a Flagship Political Science Journal? Analyzing Publication Patterns in the Journal of Politics, 1939–2019	Joseph Saraceno	2020
Gender trends in computer science authorship	Lucy Lu Wang, Gabriel Stanovsky, Luca Weihs, Oren Etzioni	2019
Gender differences in patterns of authorship do not affect peer review outcomes at an ecology journal	C. Fox, C. S. Burns, Anna D. Muncy, Jennifer A. Meyer	2016
Analysis of scientific society honors reveals disparities.	Trang T. Le, Daniel S. Himmelstein, Ariel A. Hippen, Matthew R. Gazzara, C. Greene	2021
Women's representation and experiences in the high-performance computing community	A. Frantzana	2019
A bibliometric approach for detecting the gender gap in computer science	Sandra Mattauch, Katja Lohmann, Frank Hannig, Daniel Lohmann, J. Teich	2020



6. Chapter VI – Article 5



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The influence of gender parity on the operations of Guarda Nacional Republicana

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<https://www.risti.xyz/issues/ristie62.pdf>

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Abstract

The present study was conducted with the focus of analyzing the contribution of gender equality to the success of operations in the Republican National Guard (GNR). Based on an inductive reasoning, with a predominantly qualitative strategy and a case study design, information was collected using semi-structured interviews with ten decision-makers with experience in GNR operations. After collecting and processing primary information, based on the comparative method, it was possible to confirm some trends that emerged in the literature review. The analysis of the information collected indicates that (1) the gender perspective is not yet incorporated in the planning of GNR operations; (2) the process of integrating women is not yet complete and it is necessary to recruit more women; (3) there are decision-makers linked to GNR operations who agree with limitations to operational tasks/missions to be carried out by women; (4) the main limitation identified regarding the inclusion of women in operations is linked to logistics and (5) it was important to have more



women to optimize GNR operations, especially for missions and tasks such as searches of women and the Investigation and Support to Specific Victims project.

Keywords: National Republican Guard; Security operations; gender parity; women.

6.1 Introduction

The reading of the *Military Balance* (International Institute for Strategic Studies, 2023) suggests that the world has become a more dangerous place: due to the evolution of investments in security (both material and human); because of the positioning and actions of some actors (*e.g.*, China and Russia); and considering decisions such as those by the European Union on joint security equipment acquisitions.

In this regard, the *Global Risks Report* (World Economic Forum, 2023) has elevated interstate conflict to a top position in its report for both the short and long term, while continuing to emphasize that one of the main challenges for democracies is related to inequalities, particularly inequalities in access to digital resources and/or gender inequalities.

In this context of increasing complexity in global conflict, it is essential to seek comprehensive and inclusive responses that incorporate all perspectives, regardless of gender, within security institutions. Consequently, research was developed with the aim of identifying weaknesses that limit gender equality in the Guarda Nacional Republicana (GNR), with the goal of mitigating these weaknesses and promoting gender equality.

Grounded in the knowledge of public policies, the analytical model of this research to implement the Women, Peace, and Security Agenda (UNSC, 2000) and other legislative instruments on equality within the GNR will be based on the conclusions of Berry & Berry (2007) but will be adjusted with contributions obtained from previous studies (Malheiro, 2020; Bessa & Malheiro, 2020; Carreiras, Bessa, Ávila, & Malheiro, 2020; Malheiro, Santos, & Bessa, 2021; Carreiras, Rodrigues, & Malheiro, 2022; Malheiro, *et al.*, 2022).

In such a context, knowing that the activities of this institution translate into daily operations of a diverse nature (ranging from horse-drawn honor escorts to maritime/river patrols, foot patrols, etc.), the focus of this specific part of the research will be directed towards the objective of analyzing the contribution of gender equality to the success of operations in the GNR.



The path followed required that, in addition to this introduction and conclusion, a literature review be conducted concerning the main challenges facing the development of operations within the GNR, particularly the integration of women in security operations.

This debate highlighted gaps in the literature and provided clues that were used to align the fieldwork, which is why a section of the text was dedicated to methodology and the analysis and discussion of results to substantiate the data collected with the evidence highlighted in the state of the art.

6.2 Challenges to the development of operations in the GNR

The complexity, particularly the legislative complexity in which the GNR operates daily, does not allow for solutions that are not customized. On the other hand, much of the legislative framework guiding the daily actions of the GNR is also applicable to other security institutions, including the Universal Declaration of Human Rights, the European Convention on Human Rights, the International Covenant on Civil and Political Rights, the Constitution of the Portuguese Republic, the Internal Security Law, the Civil Code, and the Labor Code.

In addition to these more general legislative instruments, there are others more specific to the GNR, such as Opinions No. 40/89 and No. 83/2005 of the Attorney General's Office, the Organic Law, the General Service Regulations of the GNR, or its Code of Ethics. Thus, any GNR operation must be framed by the general principles of adequacy, necessity, proportionality in the strict sense, prohibition of excess, and minimum use of force.

All these particularities are especially relevant because the nature of police service implies a high level of technical autonomy for GNR personnel.

In this context, knowing that the planning of GNR operations is linked to existing international commitments (*e.g.*, operations of Interpol, Europol, Frontex, among others), to the plans and strategies suggested by public policies (*e.g.*, National Exams, Safe School Campaign, or the Day for the Elimination of Violence against Women), but also must be adjusted to societal movements (*e.g.*, Safe Summer, Spring Break, Back to School, Safe Pilgrimage, or Christmas), there are two relevant framework documents: the 1996 GNR Operations Manual and the Coordination, Control, and Operational Command Plan for Security Forces and Services (GNR, 2023).

Given this background, the operational level develops the Sectoral Operational Plan to break down the operational objectives defined by the institution's strategic planning (GNR,



2020). In this operational-level document, the GNR High Command establishes operational objectives, listing a set of activities whose execution by the Units acts as a catalyst for fulfilling these objectives (*e.g.*, the Command Directive for the 2020-2022 biennium).

To ensure that all this planning and coordination flows smoothly and promotes the synchronization of operations, the Integrated Operational Planning Group was created by Order No. 219/21/OG.

Despite this, and even with a clear desired end-state of "contributing decisively to better levels of security, protection, and support for citizens and democratic institutions" (GNR, 2020, p. 49), translating this into practice is a daily challenge. Some examples of these challenges are related to coordination between Units at different levels/tiers, the information provided to support operations, flexibility, articulation, management, and optimization of resources.

These challenges, which can be considered more common and of an internal dimension, coexist with others at the level of planning and organization that transcend the institution. For example, the lack of a strategic phase of internal security and a permanent strategic planning body under the Secretary-General of the Internal Security System (Letras, 2022).

Another example is that the planning process of North Atlantic Treaty Organization operations is not yet fully integrated into the national reality of the GNR (Silvério, 2020), meaning that the institutional planning model is still experiencing some growing pains.

The previous facts, as well as the impossibility of directly transposing, without the need for adaptation, a model from a supranational institution to the institutional reality of the GNR, also present a challenge in terms of gender equality.

For example, the GNR cannot directly use (without significant adjustments) the recent United Nations guidelines (2023) to implement the gender perspective in its peace operations in different parts of the world.

Considering this context of multiple challenges in organization, planning, institutional framework, and the legislative landscape that shape GNR operations, but also aware of the scope of this myriads of issues, it was decided in the next phase of the text to limit the debate to the challenge of gender equality, specifically the incorporation of women in operations.



The incorporation of women in GNR operations

The GNR, like any other institution, is obliged to comply with the Constitution of the Portuguese Republic, particularly Article 9(h), which relates to the promotion of a policy of equal opportunities between men and women and the elimination of all forms of discrimination.

In this vein, on September 5, 2019, Order No. 242/19/OG established the Gender Equality and Non-Discrimination Commission in the GNR (CIGUARDA), integrating members from various areas, including the area responsible for operations - the Operational Command (GNR, 2022).

This fact can and should be interpreted as recognition that the GNR, as an institution with broad social influence, is not immune to societal trends and that it was imperative to have an entity focusing on the specific area of gender equality within the internal relationship between men and women, as well as in the daily service provided to citizens. To illustrate this and the high reputational risk that discriminatory actions, whether gender-based or otherwise, can entail, two situations are highlighted.

The first occurred in 2019 when a patrol (two male officers) forced a prostitute to salute (TSF, 2019). The second, in 2023, involved the release of videos showing male guards interacting unprofessionally with an intoxicated man and threatening a detainee (Diário de Notícias, 2023).

Analyzing the latest available data from open sources (2021), it is noted that there were 43 complaints regarding unprofessional conduct by GNR personnel (GNR, 2022). This number, in relation to the universe of 22,000 personnel in the institution and the high number of daily interactions with citizens, may not seem high. However, it is important to note that in 2021, operations were still heavily influenced by the pandemic, and there was a decrease in such complaints - from 52 in 2020 to 43 in 2021 (GNR, 2021). Thus, the apparently low numbers should be framed by the possibility of dark figures existing, and for the Inspectorate-General of Internal Administration (2023), the issue remains relevant as it continues to provide training and monitor the phenomenon within the scope of the Annual Report on Monitoring the Discrimination Prevention Plan in Security Forces and Services.

Additionally, the GNR also acknowledges that there is still progress to be made in the field of gender equality and non-discrimination and has conducted recruitment campaigns to address this situation, such as the recruitment campaign "you are the missing piece," which



called for the participation of women and ethnic minorities in the selection process (Municipality of Almodôvar, 2023).

Indeed, the GNR (2022, p. 103) "recognizes the important contribution that greater female representation has in improving the intervention of Security Forces and Services with citizens, particularly in the prevention and combat of phenomena such as domestic violence, female genital mutilation, and human trafficking."

The previous statement and the institutional recognition that there is a concrete challenge in the field of gender equality and that it is necessary to continue to dismantle prejudices that still limit women's freedom in career choices are reasons for the inclusion of minimum rules of 15% women in the intake for guards (Expresso, 2021). However, it should also serve as the impetus for all operations conducted by the GNR within the scope of the State's activities to ensure order, security, and the protection of people and property and respect for democratic legality (Article 1 of Law No. 53/2008, of August 29), to incorporate a fundamental and constitutional premise - equality.

This dynamic has been studied in other contexts, and some of the most comprehensive studies address societal limitations in the field of gender equality and the resulting limitations on the incorporation of women into the police force and/or the limitation of roles they can play when entry barriers are diluted or removed (Akinjobi-Babatunde, 2015). It is also common to find studies linking the underrepresentation of women in the police force and the oppression/limitations they face to the opportunities provided to them within the institution (Franklin, 2005).

The studies most relevant to this research are those related to the impact on the production of security, *i.e.*, the service provided by an institution like the GNR. One example is Philips' (2022) research, which suggests that there is a close relationship between the use of excessive force by police, the gender and ethnicity of the protesters, and that this same relationship exists when considering these factors in relation to the police officers carrying out the action.

Koehler (2022) argues that the lack of gender and ethnic diversity in police subcultures linked to special operations is conducive to tunnel vision/rigidity of thought, which can represent a vulnerability that facilitates radicalization and escalates violence, inevitably necessitating the use of force.

For Monk and Jackson (2020), the main challenge of the lack of diversity is the police force's lack of preparation to receive certain types of complaints or to carry out certain types



of actions. On this point, Vitale (2017) even states that it is a challenge for police officers to take complaints from sex industry workers when many of these officers are also clients. He also notes that LGBT communities within these industries are ignored/stigmatized when they attempt to seek protection or file complaints about incivilities they have experienced.

Maguire & Nolan's (2011) research highlights the advantages, but also the differences, in using women for investigative work (undercover work) in the field of crime related to the sex industry, for example, regarding the perceived risks of performing such functions.

Another example of persistent limitations is the fact that when institutions (and/or mission structures) have women, they tend not to be deployed where they are most needed (e.g., where sexual violence and gender equality present significant challenges), and they tend to be deployed without any gender-based consideration (Karim & Beardsley, 2013).

Some of the reasons for these limitations include the failure of training to fulfil its purpose. First, much of this training is not student-centred. Second, monitoring and evaluation are weak or non-existent. Third, and most importantly, the training does not seem to help foster behavioral change in the field of gender equality (Caparini, 2019).

These findings contrast with the results of studies suggesting progress when gender-sensitive measures are adopted and/or when the percentage of women in the ranks is progressively increased, leading to greater professionalism and accountability, and fostering a higher level of personal and community security (Mushonga, 2015).

Additionally, a masculine model of policing has been associated with coercive tasks of crime prevention and repression, which contrasts with a more cooperative and problem-solving police work model associated with a structure where the presence of both women and men is established to foster trust and cooperation in communities and crime prevention (McCarthy, 2013).

Despite the importance of the above, it is also relevant to emphasize the position of Curth and Evans (2011), who suggest incremental changes and institutional involvement, rather than general and abstract gender-sensitive measures without the necessary adaptation to the context (institution) and with bureaucratic checklist evaluations of an extremely complex social change process.

Thus, considering that the existing arguments point to the advantages of incorporating women into police operations, that the GNR faces daily challenges that could potentially be mitigated by incorporating more women into operations, it was deemed crucial to conduct fieldwork to test these elements in the reality of the institution.



6.3 Methodology

The practical translation of the previous aim, which is to involve all knowledge to build new ways of planning, conducting, and optimizing GNR operations in the specific field of gender equality, requires an understanding of the current state of women's integration, followed by an evaluation of its potential impact on the success of operations.

The methodological choices involved conducting work based on ethical principles, ontologically situated in the field of relativism, and epistemologically interpretivist, based on inductive reasoning that facilitates the establishment of generalizations grounded in the observation of particular facts (Saunders, Lewis, & Thornhill, 2019).

Using a predominantly qualitative strategy, though with some elements inherent to quantitative strategies, information was gathered through semi-structured interviews with key GNR actors to gain a deeper understanding of the topic (Coutinho, 2023).

Given that this is a case study on the influence of gender in current GNR operations (2023), specifically the incorporation of women in operations conducted within national territory, decision-makers (Officers and Sergeants) with more than five years of experience leading operations in various GNR areas of activity were selected to be questioned about the arguments and gaps highlighted by the literature review.

This cross-sectional study was based on data collected through interviews with 10 GNR decision-makers, whose names and roles were omitted for confidentiality reasons, specifically for this investigation, conducted in April 2023 via Google Forms, following prior telephone contact with the interviewees and using email authentication for respondents to access the interview.

Whenever possible, the data collected for this investigation were interconnected with results from previous studies (Carreiras, Bessa, Ávila, & Malheiro, 2020; Malheiro, Santos, & Bessa, 2021) and/or other projects, such as a questionnaire survey of students/cadets from GNR and Army officer courses in 2016 and 2022.

This ability to adapt validated data collection instruments and enrich them with the results of previous studies/projects using the comparative method provides some characteristics of longitudinal studies and reinforces the validity of the conclusions provided by data analysis conducted using the Statistical Package for the Social Sciences.



6.4 Analysis and Discussion of Results

As mentioned in the previous section, all 10 respondents have more than 5 years of experience in leading GNR operations. Specifically, eight have between 10 and 15 years of experience, one has between 15 and 20 years, and another has between five and 10 years of experience.

The interviewees have an average age of 37 years, with the oldest being 45 years old and the youngest 34 years old. Of the 10 interviewees, nine are men, and one is a woman, a characterization that aligns (and even exceeds) the average percentage of women in the institution, which is around 8% (GNR, 2022).

Regarding educational qualifications, all interviewees reported having a master's degree, except for one who stated that their highest degree is a bachelor's. This characterization, combined with the fact that they are decision-makers involved in various areas of operations and at different levels within the GNR, suggests that the opinions provided by these actors are relevant and can be used to validate a set of arguments found in the literature.

The first question aimed to assess how they perceived the integration of women into the Security Forces, based on a scale where 0 = very difficult and 10 = very easy. The average results suggest that the assessment can be considered positive ($M=6.20$; $\sigma=3.09$), however, the female respondent chose 0 = very difficult. In 2016, this trend, where women had a more negative view of the integration process, was also observed (Bessa & Malheiro, 2020), meaning that female cadets perceived integration as more difficult ($M=4.33$; $\sigma=2.13$) compared to male cadets ($M=5.12$; $\sigma=2.33$).

Following this, a set of questions was asked regarding how the respondents perceived each of the factors that either hindered or facilitated the integration of women into the Security Forces (Table 18). The factor that received the highest average, on a scale where 0 = hindered greatly and 10 = greatly facilitated, was the performance of women in their tasks ($M=7.20$; $\sigma=2.18$). This is relevant because in 2016 and 2022, for GNR cadets attending the Military Academy, the factor that most facilitated the integration of women was how society views women who join the respective forces.

Therefore, it can be said that the decision-makers involved in GNR operations have a positive opinion about the performance of women and even rated the factor "how male soldiers accepted the presence of women" with the lowest average ($M=6.00$; $\sigma=2.72$).

**Table 18 - Factors that facilitate or hinder integration**

Questions	Cadets				Decision-makers	
	2016		2022		2023	
	M	σ	M	σ	M	σ
The performance demonstrated by women in their tasks.	6.07	2.73	5.07	2.25	7.20	2.18
How society views the women who joined the respective forces.	6.85	2.43	5.59	2.10	7.00	2.61
The camaraderie between men and women.	6.15	2.43	5.39	2.21	6.60	2.62
How male soldiers accepted the presence of women.	6.09	2.56	4.92	2.11	6.00	2.72

Source: Interview survey with decision-makers in the GNR operations area (April 2023) and questionnaire survey of students in the GNR officer courses in 2016 and 2022.

Scale: 0 = greatly hindered and 10 = greatly facilitated

In general, GNR decision-makers in the operations area assigned higher scores than the cadets, particularly those surveyed in 2022.

Further inquiries were made to determine whether the presence of women in the Security Forces represents more advantages or disadvantages for the institution. The interviewees seem to align with the advantages, as an average score of 8 ($\sigma = 2.00$) was obtained on this question, with a scale where 0 = many disadvantages and 10 = many advantages. Given this result, the interviewees were asked what the GNR should do in recruitment to strengthen the presence of women. The results regarding the question of what the Security Forces should do in terms of recruiting women are presented in Table 19.

Table 19 - Recruitment

Questions	Cadets				Decision-makers	
	2016		2022		2023	
	M	σ	M	σ	M	σ
Recruit more women	3.01	1.21	3.06	1.11	3.7	1.00
Implement the same admission tests for men and women	3.89	1.26	3.49	1.27	3.5	1.58
Maintain the current number of women	3.00	1.13	3.09	1.06	2.3	1.10
Make the selection tests easier	1.56	.94	1.85	.95	1.9	1.14
Stop recruiting women	2.15	1.25	1.95	.99	1.3	0.64

Source: Interview survey with decision-makers in the GNR operations area (April 2023) and questionnaire survey of students in the GNR officer courses in 2016 and 2022.

Scale: 1 = strongly disagree and 5 = strongly agree



The results again reveal that decision-makers in the operations area show higher average agreement than the cadets on recruiting more women into the Security Forces.

Conversely, but validating the previous result, they show lower average agreement on the factor of stopping the recruitment of women.

While decision-makers in the GNR operations area agree with having the same admission tests for men and women, they disagree with the possibility of making the selection tests easier.

Additionally, the study sought to determine which types of tasks should be performed by women, with the results presented in Table 20.

Table 20 - Tasks that should be performed by women

Tasks	Cadets		Decision-makers
	2016	2022	2023
Only administrative-logistical and technical support tasks	31%	20%	0%
Operational tasks, with limitations	20%	21%	20%
All types of tasks, including combat roles	49%	59%	80%

Source: Interview survey with decision-makers in the GNR operations area (April 2023) and questionnaire survey of students in the GNR officer courses in 2016 and 2022.

The percentages obtained demonstrate that decision-makers in the GNR operations area are fully open to the participation of women in all types of tasks (80%), while 20% agree that they should perform operational tasks, with limitations.

The cadets are more conservative than the GNR decision-makers, but there is a noticeable increase in openness to the participation of women in all types of tasks, including combat roles, in 2022 compared to 2016.

The percentage of those who support participation in operational tasks with limitations increased by only 1% from 2016 to 2022. Finally, the percentage of those who advocate for women's participation only in administrative-logistical and technical support tasks decreased by 11% from 2016 to 2022.

To understand the types of limitations that persist in the integration of women into operations, decision-makers were asked to indicate their level of agreement with the following statements regarding the incorporation of women into operations (Table 4).

**Table 21 - Incorporation of women in operations**

Questions	M	σ
Limited by logistical issues	3.10	1.14
The same as incorporating men	3.10	1.37
Encourages situations of harassment	2.50	1.20
Increases overall stress levels	2.20	1.33
Encourages conflict	1.90	1.14
Reduces cohesion	1.80	0.98

Source: Interview survey with decision-makers in the GNR operations area (April 2023).

Scale: 1 = Strongly disagree and 5 = Strongly agree

The data suggest that the main limitation identified by GNR operations decision-makers regarding the incorporation of women is related to logistical issues, with average agreement scores even above what can be considered the midpoint (2.5) for the statement "the same as incorporating men."

On the other hand, factors such as "encourages conflict" and "reduces cohesion" show agreement levels below the midpoint. Given these findings, the study sought to determine in which missions and/or tasks the decision-makers believe it would be most important to utilize women (Table 22).

Table 22 - Most Relevant Missions

Questions	M	σ
Searches on women	4.00	0.00
Investigation and Support for Specific Victims Project	4.00	0.00
Roles in civilian attire (e.g., criminal investigation)	3.70	0.44
Safe School Program	3.60	0.47
Communication and public relations	3.30	0.61
Other special programs	3.30	0.61
Support Program for People with Disabilities	3.20	0.57

Source: Interview survey with decision-makers in the GNR operations area (April 2023).

Scale: 1 = Not important at all and 4 = Very important

The data obtained suggest that it is important to include women in all the missions/tasks listed in Table 22. However, two missions/tasks stand out clearly (searches on women and the Investigation and Support for Specific Victims Project) as the interviewees consider women's participation very important.

These results can be considered expected, as the conduct of searches on women is doctrinally carried out by women, except in situations involving the protection of higher values and when it is impossible to wait for a woman to carry out such a procedure. In addition to the previous example, roles in civilian attire in criminal investigation to



enhance the ability to blend in, such as deploying a man and a woman together, also received a high average score.

Given these results, the question was asked: To optimize the operations you planned/participated in, do you think it would be relevant to have more women under your command/leadership? The results reveal that one interviewee chose the option: it was not relevant. However, the remaining nine interviewees stated that it was relevant and quantified that it was essential to have at least 20% more women in the available force to organize operations.

For one interviewee (male), this increase should be 45% or more. The study went further by asking a series of open-ended questions, such as: identify the advantages of incorporating women into police operations. One interviewee's response is very comprehensive and summarizes the various positions: there are advantages in information gathering since women have certain characteristics that, in specific situations, lead to greater openness from the person being questioned. I would also highlight the advantage in criminal investigation operations; for example, if a mixed team is deployed, it can more easily be mistaken for a couple rather than a police force. Other interviewees' suggestions involve including women in community policing programs and/or in situations where the adversary includes women. Regarding the question "describe the challenges of incorporating women into operations," most respondents again highlighted logistical issues, but other arguments were also noted, such as: "the ability to perform the same duties; less physical strength and endurance to impose authority and/or make arrests. Usually, the adversaries are resistant and uncooperative/hostile."

When asked to identify the gaps in incorporating a gender perspective at all stages of operations planning, one response suggested: the presence of women in operations planning would allow for greater detail analysis and incident prediction capacity. A higher rate of female participation in operations would also reduce the waiting time to search women. However, the observation is that: this perspective is not incorporated into the planning.

Finally, an analysis of the contribution of gender equality to the success of GNR operations was requested. One response suggested: it is irrelevant. However, most interviewees align with the idea that: gender equality could contribute decisively to the success of certain police operations, such as criminal investigations and information gathering, and searches on women. If there is greater respect for the performance



of military personnel regardless of gender, it will certainly contribute to greater cohesion within the force, with clear benefits for operational performance. Furthermore, when a victim or suspect is approached by someone they identify with in terms of gender, it tends to facilitate our activities.

6.5 Conclusions

This research was developed with the purpose of analyzing the contribution of gender equality to the success of operations in the GNR. To achieve this objective, the activities carried out by this institution, which aims to be a humane, close, and trustworthy security force, were observed.

This analysis highlighted that: the scale of operations and the national-level territorial structure are challenging; one of the key documents on command, control, and coordination levels, types of forces, and employment situations (operations manual) was published 26 years ago; the legislative framework regulating GNR operations is complex; and there are few connections to entities that provide best practices for direct application in the institution (*e.g.*, NATO's operations planning process; United Nations gender guidelines).

These broader challenges were filtered, and the analysis focused on the field of gender equality, particularly on the incorporation of women for the success of operations.

The study revealed that incorporating women into operations has the merit of reducing reputational risks caused by less appropriate actions in the field of gender. In some cases, there was also a noted close relationship between the use of excessive force based on gender and the protesters, but also the police.

Additionally, it was noted that the lack of diversity within institutions fosters rigidity of thought, may facilitate the radicalization of some force elements, and can result in limitations in handling certain types of complaints (*e.g.*, complaints from workers in the sex industry).

The literature suggests that full equality is not yet a reality due to existing limitations in training, that promoting diversity could have benefits for criminal investigation work where the role is performed in civilian attire, and that the consolidated presence of both women and men working to foster trust and cooperation in communities may result in policing models more geared toward cooperation and problem-solving.

Considering that this is a complex social change process and that the previous suggestions were not directly related to the Portuguese reality, but could still be used to



calibrate the fieldwork, efforts were made to test these suggestions with decision-makers experienced in GNR operations, comparing the results with previous studies on the topic.

The main results suggest that the gender perspective is not yet incorporated into GNR operations planning, that women have a more negative view of the integration process than men, as seen in previous studies, and that the factor that most contributed to integration was the performance demonstrated by women in their tasks. Interviewees gave scores close to the top of the scale (10 = many advantages) on whether the presence of women in the Security Forces represents more advantages or disadvantages to the institution. The surveyed decision-makers also show average agreement scores close to the maximum on recruiting more women into the Security Forces.

Regarding the type of missions to be performed, none of the decision-makers in the GNR operations area chose the option "only administrative-logistical and technical support tasks," but two interviewees believe there should be limitations on the operational tasks that women can perform. The main limitation on the inclusion of women is related to logistical issues, and many decision-makers suggest that it is like incorporating men. On the other hand, the data show that the type of missions that most require women are searches on women and the Investigation and Support for Specific Victims Project, with overall agreement that more women would be important to optimize the operations they planned/participated in.

This study concludes that: (1) the gender perspective is not yet incorporated into GNR operations planning; (2) the process of integrating women is not yet complete, and more women need to be recruited; (3) there are decision-makers in GNR operations who agree with limitations on the tasks/missions women can undertake; (4) the main limitation identified in the inclusion of women in operations is related to logistics; and (5) more women would be important to optimize GNR operations, especially for missions and tasks such as searches on women and the Investigation and Support for Specific Victims Project.

Aware that future research will need to go further (number of interviewees, disaggregation by levels, types of missions, and inclusion of other areas of gender equality beyond women), there is a conviction that this pioneering study will contribute to fine-tuning the compass for future work and fostering debate on the evident need to find new ways to enhance citizen security, based on the premise that security is a shared responsibility for all, regardless of gender or ethnic background.



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7. Conclusion

7.1 Path taken

This thesis investigates the factors that should be included in promoting gender equality within the National Republican Guard. Recognizing the complexity of the security environment in which the GNR operates, this research addresses a relevant gap in understanding how gender equality impacts operational efficiency. Specifically, it emphasized that institutions should strive to reinforce equality because it is a constitutional norm and represents institutional value creation.

The research initially adopted a mixed-method approach with a solid qualitative perspective, combining quantitative and qualitative data to offer a holistic view of gender equality within the GNR. To effectively begin the process and gain a deep understanding of the obstacles and opportunities related to the issue in global security organizations, we conducted an extensive review of exemplary studies for the state-of-the-art discussion/literature review. We also discussed the effects of gender biases, the importance of leadership in promoting inclusivity, and the operational advantages of diverse teams.

In the next phase, we collected data through interviews with key decision-makers in the GNR and EGF. These data provided insights into the obstacles and potentialities related to gender inclusion in security institutions. Additionally, surveys were administered to future institutional leaders (cadets from the Military Academy), providing a segmented view of gender beliefs and perspectives across various branches. The research analyzed the impact of diversity and inclusion in European Military Schools and Academies, using *focus group* interviews. The combination of these approaches allowed for a comprehensive analysis of both strategic aspects and the more specific levels of gender diversity integration within security institutions.

The research compared the GNR with other national and international security institutions to identify exemplary practices and areas needing improvement, accurately measuring the GNR's progress against a benchmark. This investigation also delved into the political frameworks governing gender equality in Portugal, ensuring a solid foundation within the broader legislative and social environment.

We structured this thesis as a collection of five articles addressing different aspects of the central research question. The first article explored the adoption of the Women, Peace, and Security agenda within the European Gendarmerie Force, examining the progress made and the persistent obstacles in promoting gender equality. The second article analyzed



gender perspectives among Military Academy cadets, comparing views between Gendarmerie (GNR) and Army cadets. This article highlighted practical obstacles to the incorporation of women in operational roles. The third article examined efforts to promote equity and diversity in European Union Schools and Academies, emphasizing the importance of collaboration and implementing policy changes to improve gender inclusion in these institutions. The fourth article assessed gender bias in machine learning, particularly in security institutions, shedding light on the impact of these biases on equality and highlighting the need for gender-sensitive algorithms. The fifth article examined how a balanced gender ratio in GNR operations can improve outcomes and bring advantages, fostering public trust and operational efficiency.

The research strategy was based on feminist theories of international relations, operationalized through the public policy analysis model adapted to the unique circumstances of the GNR context.

7.2 Relevance and originality

The importance of this research is highlighted by the growing national focus on gender equality as a crucial aspect of successful governance practices. Recently, there has been increasing recognition that security organizations, such as the GNR, must reflect the diversity of the communities they protect to function optimally. This study contributes to the dialogue by presenting real-world evidence of the advantages and obstacles associated with incorporating women into the daily operations of a national security entity.

The study focuses on the GNR as a unique entity within Portugal's security framework rather than focusing solely on military or police units separately, as previous studies have done. This research explores an institution that combines police and gendarmerie functions, setting it apart from traditional security entities. The dual nature of the GNR presents a case for exploring the challenges of gender integration due to the need to balance cultural and operational practices from both military and police origins.

The originality of this research lies in its approach to exploring gender inclusion not just as a political objective but as a critical factor directly impacting the effectiveness of operations carried out by security forces. While there is a significant body of literature addressing gender equity in security forces, primarily in terms of theoretical concepts related to representation and inclusion, this study takes a different approach by investigating the tangible effects of incorporating women in operational activities and how this influences



preparedness, effectiveness, and mission outcomes. This area of focus has not been widely examined in existing studies, and thus, this investigation adds significant value to the field.

Additionally, the study presents an analytical model that merges aspects of feminist theory in the field of International Relations with the evaluation of public policies. This interdisciplinary approach offers a comprehensive perspective on the diverse elements affecting gender inclusion in security organizations, emphasizing the connection between policy-making processes, cultural norms, and operational efficiency. Furthermore, it explores the influence of leadership in promoting gender inclusion, providing insights into how leaders within security institutions can foster a diverse and inclusive environment.

The study also explores the application of gender equality policies within the GNR, going beyond theory by clarifying the real challenges and advantages of implementing gender-focused strategies within a structured and hierarchical institution like the GNR, where achieving operational success is paramount.

7.3 Theoretical contributions

This research contributes to gender and security studies by applying feminist theory in International Relations within the context of the GNR, expanding the discussion on gender and security issues.

The study makes a theoretical contribution by examining how gender integration impacts operational efficiency in security contexts. The findings indicate that integrating gender perspectives into security operations can improve decision-making by introducing multifaceted approaches with distinct and specific insights from each gender. These insights challenged military and security models that have historically focused on physical strength and hierarchical power, promoting instead collaboration and inclusion. By emphasizing the advantages of gender diversity in operations, the study aligns with a movement advocating for inclusive methods in security governance.

The study also adds to policy analysis by investigating how gender equality policies are implemented within a national security organization. The research highlights the importance of organizational commitment, leadership, and resource allocation in executing these policies. This focus on implementation offers valuable insights for policymakers and practitioners responsible for transforming gender equality efforts into tangible outcomes within complex institutions.



Furthermore, the study reveals how gender biases impact decision-making processes and operational outcomes. It is noted that these biases are not only related to individual beliefs but are often embedded in the organizational culture and operational procedures of security institutions and will not disappear merely with the introduction of technology or machine learning. This finding has implications for both theoretical frameworks and practical applications, suggesting the need for comprehensive organizational reforms to address gender biases at various levels within the institution.

The study also contributes by integrating feminist theory with public policy analysis in a unique interdisciplinary approach to understanding the factors affecting gender integration in security institutions comprehensively. The fusion of these two areas illuminates how political decisions and cultural norms impact operational effectiveness in security institutions. This interdisciplinary perspective can be valuable for future research related to gender and security topics.

The research also contributes to international relations by investigating how global norms and strategies for gender equality are implemented at the national level. The study reveals that while international frameworks, such as the United Nations Women, Peace, and Security agenda, provide guidance, their implementation often depends on local conditions and institutional capacities. This finding emphasizes the importance of considering local elements in gender and security analysis, providing a more detailed view of the challenges in applying global norms.

7.4 Practical contributions

The study offers insights that can be directly utilized in the daily functioning and management of the GNR and similar security organizations. It highlights key areas where the inclusion of women can significantly improve security operations. For example, women have proven essential in activities such as the search for female individuals and in projects like the Specific Victims Support and Investigation Project. These findings are helpful and crucial from a legal and ethical standpoint, as they resonate with human rights principles and the need for gender-sensitive security operations.

The study also suggests how the GNR can improve its efforts towards more diverse recruitment. The results indicate that focused recruitment strategies, combined with professional growth policies and addressing the specific needs of women, could significantly increase the number of women in the organization. This initiative could strengthen the



GNR's effectiveness by ensuring a more diverse and capable workforce. The research also underscores the importance of establishing a welcoming work environment that addresses obstacles and supports women, ensuring the availability of suitable facilities and equipment.

Another contribution relates to creating training initiatives aimed at mitigating gender biases and fostering an inclusive environment within the GNR. The research proposes a review and enhancement of current training programs to address issues related to gender equality and inclusivity effectively. These initiatives should cover various topics, including gender-sensitive communication strategies, the prevention of harassment incidents, and the importance of embracing diversity in team interactions. By adopting this approach, the GNR can foster an organizational culture that values each team member's contribution, regardless of gender.

The research also offers suggestions to improve the organization and execution of activities within the GNR. The results indicate that it is important to include gender perspectives at all stages of the planning process, from mission analysis to operation execution. This involves integrating gender considerations into resource allocation decisions, personnel selection processes, and operational strategy formulation. By incorporating these approaches into operational practices, the GNR can improve its efforts' efficiency and lasting impact.

Additionally, the research provides insights into the importance of leadership in promoting gender integration within the GNR. The results indicate that leaders at all institutional levels are crucial in advocating for gender parity and cultivating a culture of inclusion. This is notable because leadership involves leading by example through their actions and ensuring that gender aspects are considered in all decision-making activities.

The research underscores the importance of continuous monitoring and evaluation in ensuring the success of gender integration initiatives. It highlights the need for benchmark indicators to measure progress towards gender parity, engaging the audience in the process of continuously assessing progress and deviations. This involves collecting and analyzing data on the presence of women in critical positions, the outcomes of missions with mixed-gender groups, and the impact of training programs on equality. By consistently taking these measures over time, the GNR can reinforce its gender diversity efforts, ensuring they play a significant role in the overall success of its operations.



7.5 Hypothesis confirmation and responses to research questions

The research validated the importance of analyzing aspects such as motivation, available resources, other policies, and the influence of the external environment in defining initiatives to promote equality within the GNR.

This assertion is supported by data analysis that revealed a consistent pattern: the effectiveness of gender equality promotion efforts depends on high levels of leadership motivation and access to adequate resources and established supportive policies. These results underscore the importance of motivation levels, resource allocation, and the existence of favourable policies in driving gender equality in the GNR.

These results align with research in gender studies and public policy, which highlight the importance of leadership commitment (motivation), resource accessibility, comprehensive policies, and external influences in promoting gender equality. The connection between this study's findings and existing literature reinforces the hypothesis by situating the research within a recognized theoretical framework.

The hypothesis was validated by integrating theoretical concepts with real experiences to understand how these elements function within the GNR, thereby increasing the theory's validity by demonstrating its practical relevance beyond its theoretical foundation.

There was also validation using the comparative method, with the design of more similar systems to facilitate the exploration of aspects that impacted gender equality in different scenarios within the GNR structure. The recurring patterns observed in the various contexts supported the hypothesis that these elements significantly promote gender equality.

For a more detailed contribution of each factor, the investigation sought to answer the derived research questions.

Regarding the first question (*What is the arrangement of the motivation variable in the cases under analysis?*), it was found that motivation plays a fundamental role in determining the success of gender equality promotion initiatives within the GNR, according to the study results. The study revealed that leaders who demonstrated motivation and actively advocated for gender inclusion experienced high acceptance and involvement of women in operational capacities. Conversely, when institutional leadership does not promote equality due to beliefs or lack of knowledge, gender equality levels are lower. These results highlight the importance of ongoing leadership development programs and incentives to maintain high motivation levels for gender equality throughout the organization.



In the field of resources/obstacles (*What is the arrangement of the resources/obstacles variable in the cases under analysis?*), it is possible to assert that they play a central role in determining the involvement of women in the GNR. Providing gender-focused training sessions, adequate infrastructure, and communication platforms are vital in addressing the logistical and cultural obstacles women face. In contrast, outdated and gender-specific equipment and cultural opposition present substantial challenges that need to be overcome to achieve greater female participation in the GNR. The research highlights the importance of focusing resources and addressing these barriers to establish a gender-equal environment.

The study of other policies (*What is the arrangement of the different policy variables in the cases under analysis?*) suggests the importance of well-implemented policies in promoting gender equality within the organization. Women were more integrated in areas with well-defined and consistently applied gender equality policies. However, we found discrepancies in the implementation of these policies across different organizations. Some entities incorporated these policies into their daily activities, while others struggled, possibly due to a lack of understanding or appreciation of their importance. This inconsistency highlights the importance of implementing a uniform approach throughout the organization and across all organizations to ensure that all institutions and departments follow identical guidelines and that policies are applied effectively.

Regarding the external environment (*What is the arrangement of the external environment variable in the cases under analysis?*), the research showed that external factors, such as social expectations and global standards, significantly impacted how GNR addresses gender equality. These external factors include adherence to gender equality guidelines and societal pressure for greater inclusivity, leading to organizational transformations. However, the study observed that while these external influences have initiated changes in the approach to gender equality within the GNR, they alone are insufficient to sustain long-term progress. The GNR could proactively adjust to these factors rather than simply respond to them, ensuring gender integration into its organizational culture.

After exploring these questions and conclusions in detail, the research validated the original hypothesis by showing that a viable approach to promoting gender equality within the GNR requires strong leadership commitment, adequate financial support, inclusive regulations, and a conscious evaluation of external factors. The results suggest that an



approach to fostering gender equality within the National Republican Guard should incorporate elements such as:

1. Leadership commitment: A firm commitment from leadership is essential to drive gender equality efforts and ensure they receive the necessary attention and support to succeed in all areas, follow international standards, and achieve the best outcomes.
2. Continuous training programs: it is crucial to have training programs that prioritize gender awareness and inclusivity to challenge ingrained biases and promote a culture of equality within the organization.
3. Practical adjustments: making practical adjustments, such as providing gender-sensitive resources and assigning roles based on merit rather than gender, is fundamental to fostering a work environment where all employees can contribute meaningfully.
4. Ongoing monitoring and evaluation: Continuous monitoring and assessment are vital in tracking progress towards gender equality goals. They involve collecting and analyzing data to adjust strategies and policies as required.

By incorporating these factors into a well-publicized and continuously monitored internal plan, for example, presented at commanders' meetings, the GNR can effectively leverage gender equality promotion, leading to greater diversity within its team and improved overall operational efficiency.

7.6 Limitations and mitigation strategies

This study was certainly not exempt from limitations that may influence the extent and depth of the analyses. However, we tried to address these limitations by taking specific actions to minimize their impact and enhance the study's credibility.

1. One of the main challenges faced was the number of participants involved in the interviews with GNR decision-makers, which may not have provided a comprehensive range of perspectives within the organization. However, GNR mitigated this issue by selecting individuals with varied responsibilities and significant and diverse leadership experience to ensure that the information collected was pertinent and accurately reflected the broader organizational environment. Additionally, to improve the reliability of the results, the research included information from surveys and other studies to perform a more detailed and comprehensive analysis.



2. Applicability of findings broadly: the research focused primarily on the GNR, and its implications may not extend to security forces or institutions with distinct cultural and operational contexts. We used a comparative analysis method to compare the GNR with other institutions whenever possible to discover general trends and patterns relevant to different contexts while highlighting the unique characteristics of the GNR's as a dual force. Thus, the results provide insights that similar organizations can use; however, they may require adjustments based on their specific circumstances.
3. Concerns about potential bias in data collection methods: considering the subject matter, the challenge of social desirability bias arose, where participants may tend to give responses, they believe to be socially acceptable or favourable. The study ensured the privacy and anonymity of all participants, encouraging open feedback. Furthermore, adopting a mixed-method approach, integrating qualitative interviews and surveys, was beneficial in validating the data and minimizing potential biases.
4. Temporal limitations: the study was conducted over a period that may not accurately reflect long-term patterns or changes in the GNR's stance on gender equality. To enhance the analysis and understanding of the evolution of the GNR's perspectives on gender equality, the researchers included historical data from previous years to provide a comprehensive view of the institution's progress over time. With this longitudinal data integration approach (from prior years), the study presented a more holistic view of GNR practices and how they evolved.
5. Specific focus: the study focused intensely on gender equality within the GNR but did not thoroughly explore other aspects of diversity, such as ethnicity or socioeconomic status. The study acknowledges this limitation and suggests that future research should investigate these different aspects of diversity and equality. However, the restricted focus allowed for an in-depth investigation of gender-related issues, enabling the research to provide concrete and practical recommendations.
6. Limited access to some records and data: during the analysis process, access to some records and data was limited, which restricted the depth of the study's reach (e.g., results from a survey conducted among all GNR personnel by the GNR Equality Commission). To effectively overcome this obstacle and create an understanding of the GNR's gender equality initiatives, the research utilized publicly available documents along with interviews and surveys. In cases where direct access to data



was restricted, the study cross-referenced information from different sources and previous studies to triangulate and validate the reliability of its results.

Despite some challenges faced during the study, adequate measures were implemented to reduce their influence. These actions ensured that the research results were reliable and meaningful, establishing a solid foundation for improving our understanding and advancing gender equality within the GNR.

7.7 Directions for future research

Based on the findings of this study, there are directions for future investigations that could deepen our understanding of gender equality in military and police organizations. An essential focus for future research is the exploration of elements such as ethnicity, and sexual orientation. This analysis could enhance our understanding of how aspects of identity intertwine and shape individual experiences within the organization. These insights would be instrumental in identifying and overcoming any additional obstacles to inclusivity.

Future studies could also investigate how different leadership styles affect gender inclusion within GNR units or departments, comparing them and analyzing how diverse leadership and management strategies impact the effectiveness of gender integration initiatives within the organization. This type of research could offer valuable insights into how leadership plays a crucial role in effecting cultural changes in security institutions and highlight effective methods for cultivating a more inclusive work environment. Moreover, research could investigate the consequences of gender integration on the overall security landscape in Portugal and other regions. Analyzing how gender integration within the GNR influences its relationships with national and global security institutions could provide valuable insights into how gender shapes international security dynamics.

In the future, how technology can help promote gender equality within the GNR could also be investigated, using data analysis and artificial intelligence to monitor progress and suggest improvements for effective interventions supported by evidence-based practices and data-driven approaches.



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Appendix A – International Journal of Police Science and Management - Decision on Manuscript ID PSM-23-0055

De: International Journal of Police Science and Management
<onbehalf@manuscriptcentral.com>

Enviado: quarta-feira, junho 28, 2023 10:37 AM

Assunto: International Journal of Police Science and Management - Decision on Manuscript ID PSM-23-0055

28/6/2023

Congratulations on what has been reviewed as a high quality and robust work of research. Please kindly see the comments for minor revisions from two of the four reviewers.

We look forward to receiving your amended article with the advised minor revisions so we can proceed for publication.

Manuscript ID PSM-23-0055 entitled "The implementation of the Women, Peace and Security (WPS) agenda in the European Gendarmerie Forces" which you submitted to International Journal of Police Science and Management, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter.

The reviewer(s) have recommended publication, but also suggest some minor revisions to your manuscript. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript.

To revise your manuscript, log into <https://mc.manuscriptcentral.com/psm> and enter your Author Center, where you will find your manuscript title listed under "Manuscripts with Decisions." Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

You may also click the below link to start the revision process (or continue the process if you have already started your revision) for your manuscript. If you use the below link you will not be required to login to ScholarOne Manuscripts.

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You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Please also highlight the changes to your manuscript within the document by using bold or colored text.

Once the revised manuscript is prepared, you can upload it and submit it through your Author Center.

When submitting your revised manuscript, you will be able to respond to the comments made by the reviewer(s) in the space provided. You can use this space to document any changes you make to the original manuscript. In order to expedite the processing of the revised manuscript, please be as specific as possible in your response to the reviewer(s).

IMPORTANT: Your original files are available to you when you upload your revised manuscript. Please delete any redundant files before completing the submission.

Because we are trying to facilitate timely publication of manuscripts submitted to International Journal of Police Science and Management, your revised manuscript should be uploaded as soon as possible. If it is not possible for you to submit your revision in a reasonable amount of time, we may have to consider your paper as a new submission.

Once again, thank you for submitting your manuscript to International Journal of Police Science and Management and I look forward to receiving your revision.

Sincerely,

Dina Kapardis

Editor, International Journal of Police Science and Management

dina.kapardis@port.ac.uk

Reviewer(s)' Comments to Author:

Reviewer: 1

Comments to the Author

(There are no comments.)



Reviewer: 2

Comments to the Author

Dear Author,

A relevant topic related to the implementation of the Women, Peace and Security (WPS) agenda of the European Gendarmerie Force (EGF) is addressed in the article. A similar trend is taking place in other contexts, for example in the areas of health and education, however, the armed forces and gendarmeries have been largely underexplored, which makes the investigation relevant per se.

Since the author(s) chose fourteen countries from a total of twenty-four organizations (including six related to EGF) the research strategy is appropriate. A qualitative case study research allowed to obtain what seems to be relevant, robust and exhaustive findings. In addition, the presentation of tables with all the information adds more value and makes the data analysis transparent and replicable, thus increasing the validity and reliability of the research.

Considering that this article is part of larger research on the WPS topic, the option to collect data in this number of institutions is positive, as well the option to use data from previous projects about the same topic and with the same studied dimensions. Investigations with this longitudinal characteristic are crucial to identify key elements in what is changing in the implementation realities of the security institutions in Europe.

Another positive point is the option of using theoretical models from the field of public policies. The WPS is a notorious case of top down policy, from the UN level to the institution level, and therefore, it incorporated the knowledge of the area policy formulation, design and mainly the implementation, allowing the author(s) to underline so unexplored variables to implement the agenda.

Although the article has all the elements to be a good research work with the necessary depth from a scientific point of view, the article could benefit if the authors divide the conclusions into subsections, namely: (1) theoretical contributions, (2) contributions to policy, (3) research limitations, and (4) suggestions for future research.

Minor suggestions include changing the term LGBTI to a more contemporary term LGBTQIA2S+ (Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit).



Reviewer: 3

Comments to the Author

The subject addressed by “The implementation of the Women, Peace and Security (WPS) agenda in the European Gendarmerie Forces” is considered pertinent and relevant for both research and practice. There is still a need to do everything to ensure equality between women and men in organisations, from the planning to the implementation stage.

The article is well-structured, has recent reference sources, and is methodologically well-developed. The sample collected is considered representative and suitable for the research. The qualitative analysis, in particular the open questions, allowed the participants to report their main concerns regarding the topic. Its framing with the application of tables allowed to synthesize and validate the collected data.

Aside from the strong points already pointed out, the author should consider some improvements:

- In the abstract, the pertinence of the investigation is not sufficiently clarified.

The methodology despite being mixed, was not specified that the data was also treated through quantitative analysis;

- On page 6, Garcia's definition of War, the author should either further develop this concept or justify his choice of this definition over others;

- The conclusions should include contributions to theory and practice, as well as research limitations and future research proposals;

- In the bibliographical references, there are two official “Guarda Nacional Republicana” documents. One of them is spelled out in full and the other is referenced only by initials. Both should be spelled equally.

Reviewer: 4

Comments to the Author

the paper that was submitted is very well prepared methodologically and has an interesting depth on the subject of gender equality.

My recommendation is to approve the publication, without restrictions.



Response to the reviewers

General comments

First, we would like to thank the time you devoted to providing insightful recommendations. We believe that your comments have improved the paper in many ways. We hope you agree that the revised version builds a stronger contribution. We used Word track changes to better understand the new version of the manuscript.

We have taken the revision very seriously. If you feel that the revision has fallen short, we are entirely available to reformulate accordingly. The following paragraphs deal with the detailed comments you raised.

Reviewer 1

(There are no comments).

Reviewer 2

Reviewer point #1: (...) the article could benefit if the authors divide the conclusions into subsections, namely: (1) theoretical contributions, (2) contributions to policy, (3) research limitations, and (4) suggestions for future research.

Author response #1: Thank you for your valuable suggestion. We have adapted the conclusions accordingly.

Reviewer point #2: Minor suggestions include changing the term LGBTI to a more contemporary term LGBTQIA2S+ (Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit).

Author response #2: We have included your suggestion in the article.

Reviewer 3

Reviewer point #1: In the abstract, the pertinence of the investigation is not sufficiently clarified.

Author response #1: We followed your recommendation, thank you.

Reviewer point #2: The methodology despite being mixed, was not specified that the data was also treated through quantitative analysis.



Author response #2: We added new text in the article in order to specify that the data was also treated through quantitative analysis.

Reviewer point #3: On page 6, Garcia's definition of War, the author should either further develop this concept or justify his choice of this definition over others.

Author response #3: We have expanded on this issue and justified the choice.

Reviewer point #4: - The conclusions should include contributions to theory and practice, as well as research limitations and future research proposals

Author response #4: Your comment is much appreciated. In fact, it is in line with reviewer 1. We decided to follow the recommendation and divide the conclusions into subsections, namely: (1) theoretical contributions, (2) contributions to policy, (3) research limitations, and (4) suggestions for future research.

Reviewer point #5: In the bibliographical references, there are two official “Guarda Nacional Republicana” documents. One of them is spelled out in full and the other is referenced only by initials. Both should be spelled equally.

Author response #5: We followed your suggestion, much appreciated.

Reviewer 4

(Much appreciated for your comments).

The authors,

July 2023



Appendix B – Sexuality & Culture - Decision on your manuscript #SECU-D-23-00141

De: em.secu.8a.84a724.5159326f@editorialmanager.com
<em.secu.8a.84a724.5159326f@editorialmanager.com> em nome de Roberto Refinetti
<em@editorialmanager.com>

Subject: Decision on your manuscript #SECU-D-23-00141

Thank you again for submitting your manuscript, "Gender perspectives between gendarmerie and army cadets: A case

study of the Portuguese Military Academy", to Sexuality & Culture. The manuscript has been peer reviewed.

Based on the advice received, your manuscript can be given further consideration for publication should you be prepared

to incorporate major revisions. When preparing your revised manuscript, you are asked to carefully consider the reviewer

comments attached below and also to submit a list of responses to the comments. Your list of responses should be

uploaded as a file separate from the revised manuscript.

In order to submit your revised manuscript electronically, please access the following web site:

<https://www.editorialmanager.com/secu/>

Your username is: *****

If you forgot your password, you can click the 'Send Login Details' link on the login page.

Please click "Author Login" to submit your revision.

I look forward to receiving your revised manuscript.

Best regards,

Roberto Refinetti, PhD

Editor-in-Chief

Sexuality & Culture



COMMENTS TO THE AUTHOR:

=====

Reviewer #1:

There are several difficulties with this article:

1) Lack of background explanation. For the readers the authors need to explain the WPS in more detail. They also need to explain in more detail the difference between the GNR and the army as Portuguese institutions and their deployment in Portugal. At a certain point it seems that the top positions of both institutions are interchangeable. Please explain. What is the difference between GNR cadets and army cadets? The authors also need to explain what the three action plans entail and how they differ between the GNR and the army. Without an explanation the reader has to guess by the data collected. This really weakens the overall impact of the evidence given.

2) The data is confusing. There are two table 4s. The second seems to be Table 5 by the discussion. The first Table 4 is missing the 2016 data and a gender breakdown which is discussed in the text. Why is this? Pg 17 Why does Table 4 omit a breakdown by gender for 2022 and omit the 2016 responses entirely? Pg 20 Figure 1 – complete lack of explanation

3) The confusion with the data affects the quality of the argument. There are very unclear claims such as: Pg 15 27-32 “On the opposite side, we find female cadets who are the most enthusiastic about recruiting women, which is natural and expected.” – what evidence do the authors have that this is ‘natural’ and ‘expected’?

4) The language is confusing at times and grammar needs editing. There are specific examples given below:

Pg 3 10-18 “The previous argument can be validated by the analysis of subsequent United Nations Security Council Resolutions and by the fact that 104 countries have adopted National Action Plans (NAP) to implement the agenda at the national level (NAPs, 2023).” Very awkward use of language at the beginning of the sentence. Do you mean: ‘To that end there have been subsequent UN Security Council Resolutions and 104 countries have adopted national action plans’?

Pg 5 20-37 – Word choice - what is the meaning of influence here? Discipline? Practice? Instruction? Process?



Pg 5 44 “may imply in the loss of the lives” – may imply the loss of lives?
Pg 5 51 “affiliation 30/2017 of March 22nd – GNR Military Statute)” – bracket missing?
This reference is also not clear

Pg 5 56 “BANI – Fragile, Anxious, Non-Linear and Incomprehensible” - in the article that is given as a referenced it is ‘brittle, anxious, non-linear, incomprehensible’. Please clarify.

Pg 6 13-18 This is one sentence not a paragraph.

Pg 6 55 “One of the few scientific research that overcame” – ‘one of the few scientific studies’?

Pg 7 5-7 “access to the permanent staff was one of the reasons given for joining the organization” – not sure what this means – access to positions on the permanent staff?

Pg 7 25-29 “there is no leader who does not lead and is simultaneously led” – does this mean ‘there is no leader who leads who is not simultaneously led’

Pg 7 30-31 “The previous argument allows to underline” – the authors have stated that it is a fact in the previous sentence. Also not grammatical.

Pg 7 bottom – very confusing use of comma and period in the numbers presented

Pg 8 9-10 “discipline can be audited by the duty of obedience” – meaning? Supported? Augmented?

Pg 9 29-49 “In short, we can argue that existing research reveals that it is essential to deconstruct processes of discursive exclusion, ensuring representativeness to better identify existing limitations and understand the needs that foster agendas such as the WPS (Greener, 2020; Reis & Menezes, 2020). Despite the aforementioned argument, there are few constraints on the preponderance of the institutional context regarding the secondary socialization that exists during basic training (initial training) in military higher schools.” – this block of text needs much editing

Pg 12 15-22 “The global feminization rate is round 17% i.e., 13.9% in the GNR and 17.7% in the Army. These data regarding the percentage of feminization are particularly relevant because they are higher than those that actually exist in both institutions e.g., for the GNR the total percentage is 9% and around 11% for the Army.” – very confusing

Pg 15 9-22 “The first aspect to be highlighted is that, regarding the statement “maintaining the number of women”, the respondents' generic option was to give a neutral answer, obtaining means values around 3. Noting that GNR’s female cadets in 2016 disagree



with it, while in 2022, they ranked means that are more one the agreement than the neutral position on the idea to keep the existence number.” – needs much editing, very confusing

Pg 18 4-5 “Table 4 presents the means obtained” – do you mean Table 5? It is repeated as Table 4 later.

Questionable argument:

Pg 15 27-32 “On the opposite side, we find female cadets who are the most enthusiastic about recruiting women, which is natural and expected.” – what evidence do the authors have that this is ‘natural’ and ‘expected’?

Pg 17 Why does Table 4 omit a breakdown by gender for 2022 and omit the 2016 responses entirely?

Pg 20 Figure 1 – complete lack of explanation

Reviewer #2:

Dear authors,

I very much enjoyed reading your paper. It is a highly relevant and interesting piece picking up a topical and underexplored question in the wider field of gender equality and policy implementation: Your main question is: "What independent variables (motivation, resources/obstacles, other policies, and external environment) will contribute to increase the adoption of the WPS (Women, Peace, and Security Agenda) agenda of the Portuguese gendarmerie forces?" You aim to develop a "model to increase the adoption of the WPS agenda in the Portuguese gendarmerie" relying on a so-called "unified innovation model" by Berry & Berry (2018). Although, this framing of the paper directed me on to the "wrong track" (cf. details below), the study relies on very innovative survey material. So, overall, I would be glad if to commend on a revision version based on my comments below:

Major and minor points for improvement

Abstract and general starting point/focus

- I was a bit confused by the abstract [& the intro] and the strong emphasis of the "unified innovation and diffusion model"; it directed me into the "wrong track". First, I thought you aim to compare implementation processes of the WPA agenda across different units in the Portuguese Gendarmerie. Yet, you de facto "evaluate" implementation processes only indirectly via the opinion of cadets. This idea is transported by the title of the paper but gets somewhat lost in the first sections and the abstract.



- I think the abstract should focus much more on the very specific focus of this paper and not so much on the previous studies/papers resp. overall aim of the research project
- I would not call this a "case study" - it is more descriptive analysis of original survey data among cadets and their opinion towards gender equality as well as towards the implementation process, in my understanding.
- Furthermore, I would stress in the abstract the key suggestions the cadets mentioned to improve gender equality implementation (which I would very inspiring and good that you included such an open-ended question)

Short-cuts

- For a reader non-familiar with the Portuguese context, the short-cuts "GNR" was a bit difficult; I would recommend not to use the short-cut, and explain from the very beginning who is exactly researched on? It took me a while to understand whom you are doing research on in the very first pages, as it is not only members of the GNR but also "Armed Forces" - maybe better to speak and the fend the focus on cadets' perspective on gender equality being educated in the Portuguese Military Academy (the very first sentence of the abstract is very good here, but in the intro and the following part on "security institutions" the clarity vanishes.

Literature Review:

- I would opt for a clearer separation between a literature review, where you identify the research gap and summarize previous studies and the "theoretical part"; the parts very much overlap: For instance, in my reading, the second paragraph on page 4 ("Leadership in the Portuguese Gendarmery) reads somewhat like a theoretical part, where you try to explain the differences in leadership between GNR and Armed Forces - at least in my understanding
 - which could be used to develop hypotheses about the differences in opinion between the cadets of both groups. In the last lines, yet, you switch to a description of other studies conducting similar survey.
- I would also mention earlier on that this paper is part of a larger project, building up on other papers - this information was mentioned only in the "methods part"- which I found a bit late

Theoretical Framework:

- Indicators of failure/success identified by literature from the UN (2022) ("motivation, resources/obstacles, other policies , and external environment", page 1, line



44-45) and Berry&Berry's model: how do these indicators and the model interfere? Are there similar factors of failure/success mentioned or do they differ?

- Later on, you stress the aspect "Motivation" and "leadership" (p2, line 34-35) but this aspect is not part of the indicators you mention before; where do you "derive" it? Wouldn't it be better to stress the two indicators from the very beginning?

- Furthermore, the aspect of "leadership" brings me to another point:
 - o The paper would benefit from the explicit formulation of hypothesis as you also stress that you are following a "hypothetical-deductive" approach

- Berry & Berry's (2018): it is about the diffusion of innovation - the concept of "diffusion" remains somewhat underdeveloped in the paper, so far. Although, you aim at explaining later on the aspects allowing any "diffusion" of the WPS agendas across Portuguese gendarmerie forces (?) or even countries, it is not what you are actually doing in the paper (your core-focus). So, I would opt for alternative theoretical embedding - as least for a paper that is not comparing institutions, regions or states; especially because the gender and politics literature - which is so far hardly referred to in the paper - stresses aspects such as leadership, informal & formal rules (e.g. work of Joni Lovenduski, Eleonore Lepinard, Ruth Rubio-Marin, emanuela Lombardo etc.); cf. also work by Gabriele Abels and Joyce Mushaben about the gender policy implementation processes in the European Union

- Very strong part "security institutions / leadership in the Portuguese Gendarmerie" and their particularities in terms of leadership: very interesting to read! Yet, I was wondering why you explain it so intensively as your paper is primarily aiming to explain why gender equality is not comprehensively implemented; if so important, why not developing Hypotheses on the differences in opinions between the two forces: GNR and the Army? (cf. comment on page 22, line 44ff.)

- Page 6: paragraph "GNR highlights the competitive advantage of": I got lost here
 - why is this information relevant?

Methods section

- Table 1: It would be very helpful to have the percentages included here
- attaching / referring to the structures of the questionnaire would be very helpful
- do you indeed follow an "interpretivist" and "relativist" approach? I am bit unsure about these terms, but I would simply state that you are presenting the results of an original



survey

Presentation of results:

- the tables and figures are very hard to read as the number/text is too small, I very much recommend here any adjustment
- I would recommend to summarize the key-findings in graphs/figures as large tables are always hard to read

Response to the reviewers

General comments

First, we would like to thank the time you devoted to providing insightful recommendations. We believe that your comments have improved the paper in many ways. We hope you agree that the revised version builds a stronger contribution.

We have taken the revision very seriously. If you feel that the revision has fallen short, we are entirely available to reformulate accordingly. The following paragraphs deal with the detailed comments you raised.

Reviewer 1

Reviewer point #1: Lack of background explanation. For the readers, the authors need to explain the WPS in more detail. They also need to explain in more detail the difference between the GNR and the army as Portuguese institutions and their deployment in Portugal. At a certain point, it seems that the top positions of both institutions are interchangeable. Please explain. What is the difference between GNR cadets and army cadets? The authors also need to explain what the three action plans entail and how they differ between the GNR and the army. Without an explanation, the reader has to guess from the data collected. This really weakens the overall impact of the evidence given.

Author response #1: The introduction now incorporates a comprehensive explication of the Women, Peace and Security (WPS) agenda, laying emphasis on its pertinence to security institutions, encompassing both the Portuguese Gendarmerie (GNR) and the Army. Furthermore, the introduction undertakes a comparative analysis between the GNR and the Army in their roles as security entities. Specifically, the GNR functions as a militarized police force, exercising jurisdiction across the entirety of the national territory, including



territorial waters, while the Army assumes the pivotal role of the principal land-based military force entrusted with the nation's defense responsibilities. Students within these institutions are trained for distinct missions, reflective of their varied mandates. The introduction also elucidates the dynamics governing leadership positions within these two institutions, illuminating the potential for professional mobility between them. Additionally, it is remarked that the National Action Plans (NAPs), situated at the national level, exhibit a salient discrepancy. This divergence is underscored by the fact that the Ministry of Defense (MoD) formulates a specialized plan for the Army, whereas an analogous plan for the GNR is absent from the purview of the Ministry of the Interior (MoI).

Reviewer point #2: The data is confusing. There are two table 4s. The second seems to be Table 5 by the discussion. The first Table 4 is missing the 2016 data and a gender breakdown which is discussed in the text. Why is this? Pg 17 Why does Table 4 omit a breakdown by gender for 2022 and omit the 2016 responses entirely? Pg 20 Figure 1 – complete lack of explanation

Author response #2: Your guidance has been integrated into the article. That is, we aligned the tables with the discussion in the text and included new data. Please review and confirm its alignment with your expectations. If further clarification or refinement is needed, we are keen to make the necessary revisions.

Reviewer point #3: The confusion with the data affects the quality of the argument. There are very unclear claims such as Pg 15 27-32 “On the opposite side, we find female cadets who are the most enthusiastic about recruiting women, which is natural and expected.” – What evidence do the authors have that this is ‘natural’ and ‘expected’?

Author response #3: We highly value the sentence you pointed out as an example. Following your advice, we conducted a comprehensive revision of the entire text. The alterations we have made are a reflection of the effort we undertook for the revision of the entire article.

Reviewer point #4: The language is confusing at times and the grammar needs editing. There are specific examples given below:

Pg 3 10-18 “The previous argument can be validated by the analysis of subsequent United Nations Security Council Resolutions and by the fact that 104 countries have adopted National Action Plans (NAP) to implement the agenda at the national level (NAPs, 2023).” Very awkward use of language at the beginning of the sentence. Do you mean: ‘To that end,



there have been subsequent UN Security Council Resolutions and 104 countries have adopted national action plans”?

Author response: We endeavored not only to enhance content clarity but also to provide an updated count of countries that have embraced NAPs.

Pg 5 20-37 – Word choice - What is the meaning of influence here? Discipline? Practice? Instruction? Process?

Author response: We introduced an interpretation of the term 'influence' within the text, denoting 'lead.' This inclusion serves to underscore the distinction between leadership in these military organizations and their civilian counterparts. Moreover, we engaged an English professor from our university to revise and proofread the complete text.

Pg 5 44 “may imply in the loss of the lives” – may imply the loss of lives?

Author response: Yes, we understand perfectly what you mean. We changed the phrase to "Leaders – individuals who are responsible for decisions that might result in physical harm to their subordinates within the context of high-risk military missions". Indeed, as previously indicated, we entrusted the article to an English Professor who offered a fresh perspective and thorough revision of the text.

Pg 5 51 “affiliation 30/2017 of March 22nd – GNR Military Statute)” – bracket missing? This reference is also not clear

Author response: The error has been rectified to accurately reflect the source (Decree-Law No. 30/2017, of March 22nd – GNR Military Statute). Your attention to detail is much appreciated.

Pg 5 56 “BANI – Fragile, Anxious, Non-Linear and Incomprehensible” - in the article that is given as a referenced it is ‘brittle, anxious, non-linear, incomprehensible’. Please clarify.

Author response: Grabmeier (2023) adheres to the acronym BANI, representing "Brittle, Anxious, Non-Linear, and Incomprehensible." However, you are fully right as alternative interpretations exist. Some authors refer to BANI as "Fragile, Anxious, Non-Linear, and Incomprehensible." In an effort to ensure comprehensiveness, we have opted to incorporate both variations, resulting in the text - "Brittle (or Fragile), Anxious, Non-Linear, and Incomprehensible." This approach aims to alleviate the prevailing confusion, which has been observed within the current literature.

Pg 6 13-18 This is one sentence, not a paragraph.

Author response: We have implemented the modification and incorporated the



sentence into the following paragraph.

Pg 6 55 “One of the few scientific research that overcame” – ‘one of the few scientific studies’?

Author response: We enlisted the expertise of an English professor from our university for a comprehensive article revision. Every section of the text has undergone refinement, resulting in significant improvement, and the sentence now flows coherently.

Pg 7 5-7 “access to the permanent staff was one of the reasons given for joining the organization” – not sure what this means – access to positions on the permanent staff?

Author response: Yes, access to permanent staff positions holds paramount importance to PMA cadets. The revised sentence reads as follows: "The study underlined several key points, including the diverse social backgrounds of senior officers, a majority having no familial affiliations with the GNR, and the pursuit of positions within the permanent staff as a motivating factor for joining the organization".

Pg 7 25-29 “there is no leader who does not lead and is simultaneously led” – does this mean ‘there is no leader who leads who is not simultaneously led’

Author response: Furthermore, we have refined the sentence, which currently reads: “A distinct aspect of military leadership lies in the inherent interchange between leadership and being led, a principle that applies even to the highest ranks within the institution”. This revision aims for greater simplicity and improved clarity.

Pg 7 30-31 “The previous argument allows to underline” – the authors have stated that it is a fact in the previous sentence. Also not grammatical.

Author response: The relationship is nuanced; we have strived to enhance the sentence for optimal clarity and hope the revision better conveys the idea. Here, we illustrate the relationship, though it gains even greater clarity within the article's broader context: “A distinct aspect of military leadership lies in the inherent interchange between leadership and being led, a principle that applies even to the highest ranks within the institution. This fundamental understanding underscores the pervasive nature of obedience, which appears to be fostered across a wide spectrum, be it through the GNR military statute or through continuous socialization”.

Pg 7 bottom – very confusing use of commas and periods in the numbers presented

Author response: That is correct, hence the need to ask for an expert revision of English and grammar. We are very grateful for the help and suggestions you have given us.



Pg 8 9-10 “discipline can be audited by the duty of obedience” – meaning? Supported? Augmented?

Author response: We made the sentence clearer, it now reads: “The organization underscores obedience to six core values: knowledge and innovation, unity, competence, loyalty, discipline, and transparency. Notably, loyalty often translates into unwavering obedience to orders, while discipline signifies the obligation of obedience”.

Pg 9 29-49 “In short, we can argue that existing research reveals that it is essential to deconstruct processes of discursive exclusion, ensuring representativeness to better identify existing limitations and understand the needs that foster agendas such as the WPS (Greener, 2020; Reis & Menezes, 2020). Despite the aforementioned argument, there are few constraints on the preponderance of the institutional context regarding the secondary socialization that exists during basic training (initial training) in military higher schools.” – This block of text needs much editing

Author response: We refined the entire block. Now it reads as follows: “In essence, extant research underscores the criticality of dismantling exclusionary discourse to foster inclusivity and a more profound comprehension of constraints and requisites linked to agendas like WPS (Greener, 2020; Reis & Menezes, 2020). Yet, the dominant influence of institutional context during secondary socialization in military higher schools remains an obstacle. Despite this assertion, the dominance of institutional context during initial training in military higher schools is an aspect that warrants exploration. Consequently, conducting fieldwork emerges as an imperative to juxtapose GNR cadets' perceptions of gender equality vis-à-vis those of their Army counterparts”.

Pg 12 15-22 “The global feminization rate is around 17% i.e., 13.9% in the GNR and 17.7% in the Army. These data regarding the percentage of feminization are particularly relevant because they are higher than those that actually exist in both institutions e.g., for the GNR the total percentage is 9% and around 11% for the Army.” – very confusing

Author response: The initial version of the article necessitated refinement in conjunction with collaborative discussions among the authors. Subsequent to the English proofreading, we undertook an extensive revision of the numerical data, graphical representations, and tabular content. The text now manifests as follows: “Table 1 illustrates that GNR constitutes approximately 30% of the total cadet population undergoing training at the PMA. The feminization rate stands at around 16%, specifically 13.9% within the GNR and 17.7% within the Army. These percentages hold significance, surpassing the current



figures in both institutions. For instance, the GNR presently maintains an overall percentage of 9%, while the Army hovers around 11%. Concerning age distribution, it comes as no surprise that 96% of cadets fall within the 18 to 25-year-old bracket, aligning with the age restrictions imposed for admission to the Military Academy. A pervasive trend is observed as nearly all cadets originate from Portugal and have completed their education up to the 12th grade. However, around 19% of cadets claim to possess a university degree acquired prior to enrolling in the Academy”.

Pg 15 9-22 “The first aspect to be highlighted is that, regarding the statement “maintaining the number of women”, the respondents' generic option was to give a neutral answer, obtaining means values around 3. Noting that GNR’s female cadets in 2016 disagree with it, while in 2022, they ranked means that are more one the agreement than the neutral position on the idea to keep the existence number.” – needs much editing, very confusing

Author response: We have rectified the sentence, and the passage now reads as follows: “First, the statement regarding "maintaining the number of women" elicited predominantly neutral responses, with mean values hovering around 3. Of paramount significance is the transformation in GNR's female cadets' stance. In 2016, they voiced disagreement, while in 2022, they embraced a more agreeable stance, with mean values skewing towards agreement concerning the notion of sustaining the current number of women”.

Pg 18 4-5 “Table 4 presents the means obtained” – do you mean Table 5? It is repeated in Table 4 later.

Author response: We have implemented changes to all the figures and tables. Currently, the numbering has been adjusted.

Questionable argument:

Pg 15 27-32 “On the opposite side, we find female cadets who are the most enthusiastic about recruiting women, which is natural and expected.” – What evidence do the authors have that this is ‘natural’ and ‘expected’?

Author response: In this text revision, our aim was to eliminate subjective comments and enhance objectivity by minimizing opinion-based content. Consequently, pertaining to this objective, the sentence initially stood as follows:: "Conversely, female cadets emerged as proponents of recruiting women, securing the highest levels of agreement in both 2016 ($M = 3.71$; $\sigma = 1.19$) and 2022 ($M = 3.63$; $\sigma = 1.22$)".



Pg 17 Why does Table 4 omit a breakdown by gender for 2022 and omit the 2016 responses entirely?

Author response: We have rectified this issue and enhanced the table to ensure the inclusion of all available information, resulting in improved clarity.

Pg 20 Figure 1 – complete lack of explanation

Author response: We have added an explanatory description to the figure, centering on the key recommendations offered by the cadets to advance the gender equality agenda and remove barriers in the field.

Reviewer 2

Reviewer point #1: Abstract and general starting point/focus

I was a bit confused by the abstract [& the intro] and the strong emphasis on the "unified innovation and diffusion model"; it directed me into the "wrong track". First, I thought you aimed to compare the implementation processes of the WPA agenda across different units in the Portuguese Gendarmerie. Yet, you de facto "evaluate" implementation processes only indirectly via the opinion of cadets. This idea is transported by the title of the paper but gets somewhat lost in the first sections and the abstract. I think the abstract should focus much more on the very specific focus of this paper and not so much on the previous studies/papers resp. the overall aim of the research project. I would not call this a "case study" - it is a more descriptive analysis of original survey data among cadets and their opinion towards gender equality as well as towards the implementation process, in my understanding. Furthermore, I would stress in the abstract the key suggestions the cadets mentioned to improve gender equality implementation (which I would very inspiring and good that you included such an open-ended question).

Author response #1: Your feedback is greatly appreciated. We have revised the article upon your recommendations. We have consequently revised the title and introduction to harmonize with the study's specific focus (while omitting the case study component). Additionally, we have incorporated the suggestions provided by the cadets through their open-ended responses.

Reviewer point #2: Short-cuts



For a reader non-familiar with the Portuguese context, the short-cuts "GNR" was a bit difficult; I would recommend not to use the short-cut, and explain from the very beginning who is exactly researched on? It took me a while to understand whom you are doing research on in the very first pages, as it is not only members of the GNR but also "Armed Forces" - maybe better to speak and the fend the focus on cadets' perspective on gender equality being educated in the Portuguese Military Academy (the very first sentence of the abstract is very good here, but in the intro and the following part on "security institutions" the clarity vanishes.

Author response #2: We have actively incorporated the suggestions put forth. To enhance clarity and coherence, we enlisted the assistance of an English professor from our institution. Their thorough revision has rendered the text more lucid and accessible. In the section succeeding the introduction, we have also revised the title from "Security Institutions" to "Leadership in the Gendarmeries and Armed Forces," aligning it with our study's focus. As per the recommendations of Reviewer 1, we have simplified the text and clarified the distinctive aspects of leadership within the GNR. This is especially pertinent as future leaders study at the Military Academy alongside the Army. Emphasizing the importance of studying perceptions about gender as an evolving indicator within these institutions. Hence, to cater to readers unacquainted with the Portuguese context, we have endeavored to enhance the text's clarity and fluidity. Our intention, explicitly stated, is to explore gender perspectives among cadets in both the Gendarmerie and Army branches at the Portuguese Military Academy.

Reviewer point #3: Short-cuts

I would opt for a clearer separation between a literature review, where you identify the research gap and summarize previous studies, and the "theoretical part"; the parts very much overlap: For instance, in my reading, the second paragraph on page 4 ("Leadership in the Portuguese Gendarmerie") reads somewhat like a theoretical part, where you try to explain the differences in leadership between GNR and Armed Forces - at least in my understanding - which could be used to develop hypotheses about the differences in opinion between the cadets of both groups. In the last lines, yet, you switch to a description of other studies conducting similar surveys. I would also mention earlier on that this paper is part of a larger project, building up on other papers - this information was mentioned only in the "methods part" - which I found a bit late.



Author response #3: We have incorporated your suggestion and expounded upon it in the article, clarifying that this article is part of a broader project discussed in another article, as presented in the introduction. Our decision to discuss the literature review and the theoretical segment is rooted in the objective of elucidating the lacunae in existing knowledge, using the theoretical framework to discern insights from the literature for adapting the questionnaire. The overarching project adheres to the hypothetical-deductive method, drawing from the analytical model proposed by Berry & Berry (2018). Specifically, we aim to pinpoint the factors integral to a comprehensive strategy for fostering gender equality within the gendarmerie/GNR by exploring variables such as motivation, resources/obstacles, other policies, and the external environment. While it would have been preferable to formulate precise explanatory hypotheses, the limited available data within the specific context led us to opt for a descriptive analysis of the data. Thus, we correlated these findings with existing indications in the literature. We expect that our provided explanation thoroughly outlines our decisions. If you find our coverage of this point lacking in any way, we are fully available to revisit it and offer a more in-depth justification for the chosen course of action.

Reviewer point #4: Theoretical Framework:

Indicators of failure/success identified by literature from the UN (2022) ("motivation, resources/obstacles, other policies, and external environment", page 1, line 44-45) and Berry&Berry's model: how do these indicators and the model interfere? Are there similar factors of failure/success mentioned or do they differ? Later on, you stress the aspect "Motivation" and "leadership" (p2, line 34-35) but this aspect is not part of the indicators you mentioned before; where do you "derive" it? Wouldn't it be better to stress the two indicators from the very beginning? Furthermore, the aspect of "leadership" brings me to another point: The paper would benefit from the explicit formulation of hypothesis as you also stress that you are following a "hypothetical-deductive" approach. Berry & Berry's (2018) it is about the diffusion of innovation - the concept of "diffusion" remains somewhat underdeveloped in the paper, so far. Although, you aim at explaining later on the aspects allowing any "diffusion" of the WPS agendas across Portuguese gendarmerie forces (?) or even countries, it is not what you are actually doing in the paper (your core focus). So, I would opt for alternative theoretical embedding - as least for a paper that is not comparing institutions, regions or states; especially because the gender and politics literature - which is



so far hardly referred to in the paper - stresses aspects such as leadership, informal & formal rules (e.g. work of Joni Lovenduski, Eleonore Lepinard, Ruth Rubio-Marin, Emanuela Lombardo etc.); cf. also work by Gabriele Abels and Joyce Mushaben about the gender policy implementation processes in the European Union. Very strong part "security institutions/leadership in the Portuguese Gendarmerie" and their particularities in terms of leadership: very interesting to read! Yet, I was wondering why you explain it so intensively as your paper is primarily aiming to explain why gender equality is not comprehensively implemented; if so important, why not develop Hypotheses on the differences in opinions between the two forces: GNR and the Army? (cf. comment on page 22, line 44ff.) Page 6: paragraph "GNR highlights the competitive advantage of": I got lost here - why is this information relevant?

Author response #4:

Addressing your question directly, as we accumulate a more extensive dataset and conduct longitudinal analysis, we will be equipped to construct explanatory hypotheses in subsequent research endeavors. Nonetheless, the constrained data available within the specific context introduces limitations, making a descriptive analysis a more prudent approach. We appreciate your viewpoint – the formulation of hypotheses indeed facilitates a broader perspective aimed at generalization. However, due to the inherently restricted nature of data collection within military and gendarmerie institutions, we have endeavored to proceed incrementally, prioritizing commitment and gradual advancement. Overall, the WPS agenda constitutes a comprehensive public policy encompassing resolutions, NAPs, and institutional strategies. Berry & Berry's model facilitates the evaluation of ongoing and ex-post implementations of specific measures. It also allows for anticipatory (ex-ante) analysis, determining the potential success of implementing a particular public policy. Certain limitations of the UN agenda have already been identified (UN, 2022), notably the lack of engagement from decision-makers. However, relying solely on this isolated factor does not yield conclusive evidence, as instances exist where the agenda advances despite decision-makers limited participation. In this context, the significance of an integrated public policy model that examines independent variables (motivation, resources/obstacles, other policies, and the external environment) becomes relevant (in our view). Through the integration of this model into our approach, we have refined our methodology. Moreover, we have also observed a direct link between the motivation variable and leadership's commitment to the agenda—an association emphasized in the literature as pivotal for



adoption. We also share a unanimous understanding of the need to highlight the European theoretical dimension in our article, integrating the relevant academic works you mentioned earlier. Seizing this chance, we include in the text the work of Gabriele Abels and Joyce Mushaben. If you have any further recommendations for reinforcing our literature framework, we are enthusiastic about incorporating them into our article.

Reviewer point #5: Methods section

Table 1: It would be very helpful to have the percentages included here. Attaching/referring to the structures of the questionnaire would be very helpful. Do you indeed follow an "interpretivist" and "relativist" approach? I am a bit unsure about these terms, but I would simply state that you are presenting the results of an original survey.

Author response #5: We greatly appreciate your feedback. Subsequently, we have incorporated the questionnaire's organization and developed an explanatory account of our chosen methodological approach.

Reviewer point #6: Presentation of results

The tables and figures are very hard to read as the number/text is too small, I very much recommend it here for any adjustment. I would recommend to summarize the key findings in graphs/figures as large tables are always hard to read.

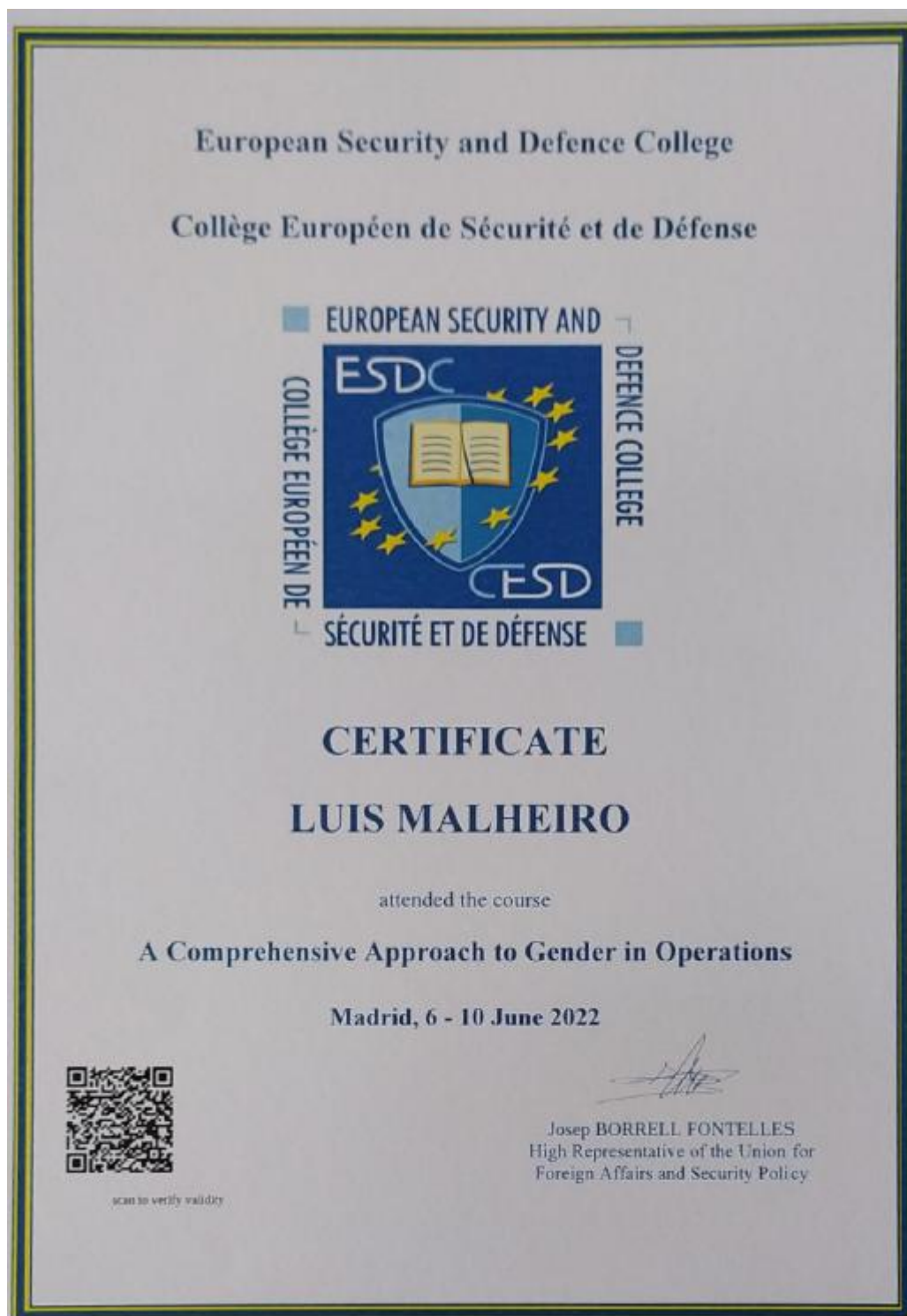
Author response #6: We have adhered to your suggestion by reformatting tables and figures, with some being relocated to an annex. Presently, there remains one figure (Figure 3) and a table (Table 4) that poses readability challenges. However, we hold confidence that, if the article is approved for publication, the Journal's assistance will facilitate the enhancement of the figure's/table's readability.

The authors,

August, 2023



Appendix C – Scientific initiatives related to the research





DECLARATION OF ATTENDANCE
Military Gender Studies
2020-1PT01-KA203-078544
UNDER THE ERASMUS + PROGRAMME

This is to confirm that:
Luis Carlos MALHEIRO
Name of participant

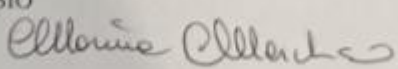
From:
Portuguese Military Academy – LISBON (POR)
Name of sending organization

Has participated:
LEARNING, TEACHING AND TRAINING ACTIVITIES FOR TEACHING STAFF
Name of transnational project meeting

Organized by:
UNIVERSITY OF TURIN
Name of receiving organization

Between:
January 23, 2023 to January 25, 2023

I, the undersigned, certify that the information contained in this declaration is correct.

Authorized person:
Marina MARCHISIO
SIGNATURE 

Done at
Turin, January 25, 2023



RELATÓRIO N.º:	I086198-202302-DF	Proc.º N.º:	080.30.04	PERÍODO:	27 a 31MAR23
ASSUNTO:	ACADEMIA MILITAR - MOBILIDADES ERASMUS - 2022/2023 - Capitão Luís Malheiro				
LOCAL:	Madrid - Espanha				

7. PROPOSTAS E PERSPETIVAS DE FUTURO:

Para as instituições poderem assegurar uma dinâmica de evolução e mudança da segurança do mundo líquido, é determinante que se façam estes exercícios de participação e acompanhamento do estado da arte do quadro conceptual da segurança.

Assim, a presença da Guarda nesta missão pode ter o mérito de contribuir para o avanço do conhecimento sobre a igualdade de género, por via da partilha de experiências e incremento da coprodução, mas também dotar a instituição com um instrumento fundamental para a otimização resultados e para a criação de valor - militares com conhecimento das melhores práticas ao nível europeu. Para que a transposição da teoria para a prática ocorra, propõe-se que:

- Se continue a participar em missões desta natureza, por todos os motivos já elencados e também porque é uma ação que decorre num país vizinho onde os fenómenos experienciados, mitigados ou identificados se poderão deslocalizar para o território nacional;
- Apesar da consciência de que a igualdade de género não passa apenas por *adicionar mulheres e mexer*, mas antes empoderar pessoas diferentes de igual modo, afigura-se que continuar a refinar e a dinamizar a estratégia de recrutamento poderá ter impactos positivos, tal como sucedeu na Guardia Civil;
- Se continue a avançar, na medida das possibilidades institucionais, com:
 - (1) Reforço dos recursos para esta área, sobretudo capital humano em regime de exclusividade;

Página 3

RELATÓRIO N.º:	I086198-202302-DF	Proc.º N.º:	040.10.13	PERÍODO:	27 a 31MAR23
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- (2) Incrementar /redefinir a estrutura dedicada ao tópico;
- (3) Influenciar a criação de planos setoriais a nível ministerial;
- (4) Reforçar as ligações com congéneres europeias, procurando liderar a implementação de um modelo/rede similar à dos *Gender Advisers e/ou Gender Focal Points*, adaptado às necessidades institucionais.
- d. Em caso de deferimento do proposto na Informação n.º 320/2023 do Gabinete de Ligação à GNR na Academia Militar, que o signatário regresse à Guarda para desempenhar funções na Comissão para a Igualdade de Género e Não Discriminação com o propósito de:
 - (1) Até outubro de 2023, efetuar uma análise de género institucional, alicerçada nas boas práticas europeias, mas ajustada à instituição - *one size does not fit all*;
 - (2) Até ao final de 2023, desenhar um plano / livro branco / modelo, que reflita as propostas concretas para as principais áreas de intervenção identificadas na análise de género institucional;
 - (3) Durante o ano de 2024, monitorizar a implementação, com avaliações trimestrais recorrendo às metodologias e ferramentas das políticas públicas;
 - (4) Durante o ano de 2024, desenhar e implementar uma formação para que no final de dois anos todos os militares da Guarda tenham recebido formação específica sobre o tema da igualdade;
 - (5) Até ao final de 2024, implementar uma rede de contactos com as congéneres europeias, similar à dos *Gender Advisers e/ou Gender Focal Points*, adaptado às necessidades institucionais;
 - (6) Até ao final do primeiro trimestre de 2025, recalibrar o plano / livro branco / modelo tendo por base a informação recolhida com as avaliações intercalares;
 - (7) Até ao final do ano letivo de 2025, entregar uma tese no Instituto Universitário Militar que apresente, demonstre e valide o conhecimento científico desenvolvido neste processo, devidamente alinhado para uma necessidade institucional, garantindo o propósito do Doutoramento em Ciências Militar: refletir a fim de criar novas formas de fazer, no campo da Segurança;
 - (8) Para que esta janela de oportunidade seja aproveitada é imperioso que exista uma decisão em tempo de se alinhar o projeto de tese (*on going*) segundo os interesses institucionais. Cientes da sensibilidade do tema, mas convictos de que a não investigação do mesmo pode representar riscos reputacionais superiores no curto e médio prazo, também se sublinha que para se ter sucesso neste processo é crucial o acesso a todas as fontes de informação internas existentes, (e.g. análises já efetuadas), sendo que para a investigação só interessam os dados agregados e os padrões, nunca situações individuais ou detalhe de dados pessoais.

Lisboa, 02 de abril de 2023

Assinado por: Luís Carlos Rodrigues Malheiro

Num. de Identificação: 13015017

Data: 2023.04.02 20:59:44 UTC

Luís Malheiro

Capitão



**SOCIEDADES
POLARIZADAS?**

**DESAFIOS
PARA A
SOCIOLOGIA**

**XII CONGRESSO
PORTUGUÊS DE SOCIOLOGIA**

4 - 6 ABRIL 2023

CONVENTO DE SÃO FRANCISCO – FACULDADE DE ECONOMIA DA UNIVERSIDADE DE COIMBRA

Certificado Certificate

Certificamos que Luis Malheiro participou no XII Congresso Português de Sociologia que decorreu no Convento de São Francisco e na Faculdade de Economia da Universidade de Coimbra com transmissão online, de 4 a 6 de Abril de 2023, e apresentou uma comunicação intitulada: *A Igualdade de Género nas instituições da Força de Gendarmerie Europeia: um modelo para implementar a agenda mulheres, paz e segurança.*

Autores: Luis Malheiro; Fernando Bessa; Luís Eduardo Saraiva.

We certify that Luis Malheiro has participated in the XII Portuguese Congress of Sociology which took place at the Convent of São Francisco and at the Faculty of Economics of the University of Coimbra with online transmission, from April 4 to 6, 2023, and presented a communication entitled: A Igualdade de Género nas instituições da Força de Gendarmerie Europeia: um modelo para implementar a agenda mulheres, paz e segurança.

Authors: Luis Malheiro; Fernando Bessa; Luís Eduardo Saraiva.

P'la Comissão Organizadora,
By the organising Committee,

Paulo Peixoto



Gender approach in the gendarmeries: the Guarda Nacional Republicana

5th Erasmus Gender Seminar - Parallel Sessions



MGS Project <mgsproject2023@gmail.com>

Para

Cc: Paulo Machado; ananrao300; joao.reis.academic@gmail.com; Diego Silva

Responder Responder a Todos Reencaminhar

16/06/2023 08:29

Atenção: Este e-mail foi originado fora da RMS. Por favor, não clique em links nem abra anexos, a não ser que conheça o remetente e saiba que o seu conteúdo é seguro.

Dear Participants,

In a couple of days, we will host the 5th edition of the Erasmus Gender Seminar and MGS Multiplier Event in which you will take part.

Some of you will be with us in presence, some will be online. In any case, we will all be together and we are sure we will have a great time sharing knowledge and holding great discussions on the topic of Gender.

We are sending you the proposed times for your presentations during our Parallel Sessions. In fact, we should start calling them Sequential Sessions instead, once we have decided that we will have all your presentations following a pleasant sequence that will allow everyone to attend all sessions.

This is the proposed sequence:

08h30 - 08h50 - Malheiro L., Bessa F., Reis J., Menezes S., Machado P., Gomes P., Silva D.: **The Implementation of the Women, Peace, and Security Agenda in the European Gendarmerie Forces**

08h50 - 09h10 - Rusu: **Gender Perspectives on Navy Crews**

09h10 - 09h30 - Marsili, M.: **The Impact of Gender Dimension on Warfare**

09h30 - 09h50 - Bumbac S., Rusu R., Dragomir I., Herman R.: **Gender Similarity and Gender Differences in Military Leadership**

Coffee-break

10h20 - 10h40 - Li, C. T.: **A Cursory Review of Recruitment Strategies and Representation of Women Against a Male-dominant conscript Military in Singapore**

10h40 - 11h00 - Manso Gaya: **Gender Perspective in Negotiation**

11h00 - 11h20 - Nowakowska M., Rudolf E.: **Gender in NATO Workshops**

11h20 - 11h40 - Nucieri, M., Marchisio, M., Cavaliere, S., Spinello, E.: **The Gender Perspective in the View of Military and Civilian University Students in Italy**

11h40 - 12h00 - Jesus, S.: **Prevention of Sexual Violence in Conflict Scenarios: The Case of CAR**

12h00 - 12h20 - Sartzetaki: **Gender Perspective in Artificial Intelligence**



August 29th, 2024

Luis Malheiro
Military Academy

ACADEMIA MILITAR Av. Conde Castro Guimarães 2720-113 Amadora NIF: 600021610 Comp 4021610489 Amadora
, Portugal Portugal Portugal

Invitation to the ICPP6 - Toronto 2023

We are delighted to invite Luis Malheiro to participate in the ICPP6 - TORONTO 2023 on Public Policy. The ICPP6 will be held from June 27 to 29, 2023 in Toronto.

We look forward to having Luis Malheiro join this conference.

Do not hesitate to contact us with any questions you might have at this time.

Sincerely,

Prof. Philippe Zittoun
General Secretary
International Public Policy Association
contact@ippa-pp.org

IPPA
LAET-ENTPE, 3 rue Maurice Audin, 69120 Vaulx-en-velin, France
Tél. +33 (0) 72 04 72 53 - contact@ippa-pp.org - www.ippapublicpolicy.org



Luis Carlos Rodrigues Malheiro

presented the article “*O contributo da igualdade de género para as operações na Guarda Nacional Republicana*” in MICRADS’23 - The 2023 Multidisciplinary International Conference of Research Applied to Defense and Security, scientific conference held between the 6th and 8th of July 2023, at Graduate School of the Colombian Air Force, in Bogotá, Colombia

Organization



General Chair

De: IDN Núcleo de Planeamento <iden_planeamento@defesa.pt>

Enviada: 19 de outubro de 2023 10:54

Para: Luis Carlos Rodrigues Malheiro <malheiro.lcr@gnr.pt>

Assunto: CDN 23 24- Aspetos Administrativos - Conferencista

Atenção: Este email foi originado fora da RNSI. Por favor, não clique em links nem abra anexos, a não ser que conheça o remetente e saiba que o seu conteúdo é seguro.

Exmo. Senhor
Capitão Luis Malheiro

Na sequência da aceitação do convite que lhe endereçámos para proferir uma conferência no âmbito do Curso de Defesa Nacional, gostaríamos agora de solicitar alguma informação adicional no sentido de garantir a prévia preparação dos auditores. Solicitamos, assim, que nos disponibilize os seguintes dados:

a) Síntese curricular/nota biográfica atualizada (máximo 1 pg. A4)

b) **Ficha de conferência** (em anexo), incluindo:

* - Uma breve descrição dos tópicos/conteúdos a abordar;

* - Bibliografia de referência e eventualmente alguns textos ou documentos que considere importantes serem antecipadamente distribuídos aos auditores.

Caso necessite de esclarecimentos adicionais, não hesite por favor em contactar o núcleo de planeamento, através dos contactos abaixo mencionados.

Com os melhores cumprimentos,

Dr. Luís Ferreira
Núcleo de Planeamento: 21 154 47 46 / 21 154 47 48/ 21 154 47 13
Email: iden_planeamento@defesa.pt





INSTITUTO UNIVERSITÁRIO MILITAR

Prémio
“Investigação Científica em Ciências Militares 2024”

Nos termos do Despacho Nº 182/2024, de 14 de outubro de 2024, do Comandante do IUM, o Prémio “Investigação Científica em Ciências Militares 2024” é atribuído aos seguintes artigos:

Área Científica dos Estudos das Crises e dos Conflitos Armados
“O Desfasamento entre Política e Estratégia Militar: uma Análise ao Iraque (2006 - 2007) e Afeganistão (2009)”, Luís Machado Barroso, publicado no “Janus.net, e-journal of international relations”, Volume 14, n.º 1 (2023)

Área Científica do Comportamento Humano e Saúde em Contexto Militar
“Exploring Gender Perspectives Among Gendarmerie and Army Cadets at the Portuguese Military Academy: A Comprehensive Analysis”, Luis Malheiro; Fernando Bessa; João Reis, publicado na revista “Journal Sexuality & Culture”, 2023, Volume 28, pages 632–653

Área Científica das Técnicas e Tecnologias Militares
“Study of fatigue crack propagation on modified CT specimens under variable amplitude loadings using machine learning”, B. Santos; V. Infante; T. Barros; R. Baptista, publicado na revista “International Journal of Fatigue”; Volume 184, July 2024;

Área Científica das Operações Militares
“Analysis of a Plasmonic Slit Nanoantenna as a High Sensitivity Tilt Sensor”, Ricardo Lameirinhas, Catarina Bernardo, João Torres, António Baptista e Maria Martins, publicado no “IEEE Sensors Journal” Volume: 23 Issue: 17 (2023)

Área Científica dos Estudos de Segurança Interna e dos Fenómenos Criminais
“The implementation of the Women, Peace and Security (WPS) agenda in the European Gendarmerie Forces”, Fernando Bessa; João Reis; Luís Saraiva; Sofia Menezes; Paulo Machado; Diogo Silva; Luís Malheiro, publicado na revista “International Journal of Police Science & Management”; Volume 26, n.º 1, (2023);