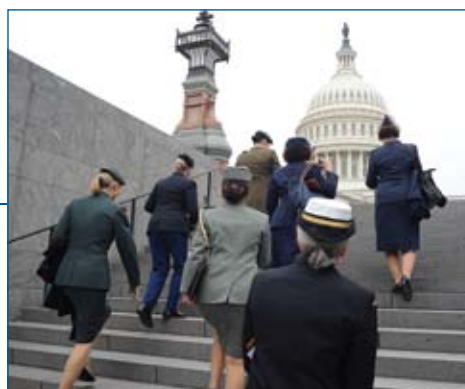


# PEACE WITH WOMEN FELLOWSHIP





General Colin Powell and the 2018 Fellows ■

## OVERVIEW

At the 2017 Halifax International Security Forum, Mr. Jonathan Weisstub, Chairman of the Board, announced an important new initiative: The Halifax Peace With Women Fellowship. Its mission is simple and yet ambitious: to advance women's leadership in international security.

One year later, by utilizing the Halifax International Security Forum's vast network, and by building new key relationships across a multitude of sectors, the Peace With Women Fellowship embarked on a 22-day program that culminated at the 2018 Forum. Stakeholders, observers, and the Fellows themselves declared the program a tremendous success. In the weeks that have followed since the end of the inaugural program, the Fellowship has received interest from a variety of potential new collaborators to continue to advance the growth and impact of this initiative.

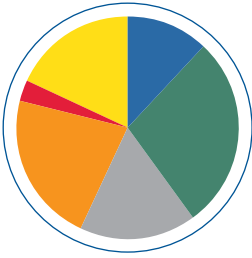
**"This is a rare program where Fellows had the opportunity to meet heads of governments, Chiefs of Defence and fellow proven female leaders in small intimate settings plus a multitude of other influential people ... [My] only regret is that it didn't exist when I was emerging as a young leader at the strategic level."**

*Maj. Gen. (Ret'd) Tammy Harris, Former Deputy Commander, Royal Canadian Air Force*

## PROGRAM

On October 25, 2018, the inaugural class of the Halifax Peace With Women Fellowship gathered for the first time in Washington DC. They would then spend the next three weeks travelling from Washington DC to Silicon Valley, Toronto and Waterloo, and Ottawa before attending the Forum in Halifax from November 16-18.

The Fellowship's design intentionally drew from diverse sectors, including defense, science and technology, media, academia, and civil society. In keeping with the organization's goal of advancing a modern vision of security, the Fellowship aimed to extend beyond the traditional definitions of domestic and international security. The included Appendix to this report lists the full complement of meetings that took place during the Fellowship.



## MEETING TYPES

Government	12%	22%	Science/Tech
Military	28%	3%	Media
Civil Society	17%	18%	Academia

The format of the engagements was primarily discussion-based so that all parties could learn from and contribute to the subject matter. The 2018 Fellowship placed additional focus on three areas:

**Gender perspectives.** While the Peace With Women Fellowship is a security program first, there is no denying that gender perspectives play a major role at all levels of decision-making. This is true not only in the defense community, but also the civilian communities in their areas of operation. Several meetings focused on better understanding how to consider gender perspectives at all stages of planning and operation.

**Technology.** In preparing for the Fellowship, all participants indicated their keen interest in developing a better understanding of the role technology plays in defense. The Fellowship spoke with experts in artificial intelligence, biotechnology, blockchain, cybersecurity, innovation, public-private partnerships, and human rights.

**Leadership.** Recognizing that leadership for women in the military is unique and takes different forms, the theme of leadership resonated throughout the program. Fellows shared experiences and lessons learned from their own careers while also engaging with some of the most high-ranking women leaders in the U.S. and Canadian militaries.

## PARTICIPANTS

Seven participants were selected for the inaugural class. These leaders, all ranked Colonel or above, hailed from NATO and NATO-partner countries. The diversity of geographic and professional backgrounds was considered an asset to the program whereby any one discussion was treated from multiple perspectives. The sharing of knowledge and curiosity of how other organizations functioned was a constant thread during various engagements, at meals, and in the vehicles in transit. The shared experiences of being women leaders in male-dominated professions also served as a common baseline from which camaraderie grew.

Participants applied to the program in a variety of ways. Some learned about it through word of mouth and advocated for their own participation. Others were handpicked by their command. Still others were part of an application pool in their country from which they were selected. Despite the different ways they arrived at the Fellowship, all participants came with a common desire to expand their knowledge and networks.

**Group Captain Jules Adams:** Deputy Chief of Staff, Australian Defence Force Headquarters, Australian Defence Force

**Brigadier General Ingrid Gjerde:** Spokesperson for the Chief of Defence Ministry of Defence, Norway

**Colonel Katherine Graef:** Logistics Director, Special Operations Command Africa, United States Special Operations Command

**Colonel Rose King:** Chief of Staff, Headquarters Joint Forces New Zealand, New Zealand Defence Forces

**Colonel Vehbije Kuti:** Section Head/Deputy Director, Albania General Staff, Albanian Armed Forces

**Captain Jill Marrack:** Special Advisor to Sexual Misconduct Response Centre, Canadian Armed Forces

**Colonel Dr. Nicole Schilling:** Branch Chief, Recruiting, Federal Ministry of Defense, German Armed Forces



■ 2018 Fellows

**"An essential criterion for the success of the fellowship... was not to focus on gender and diversity, but to focus on broad security policy issues. This is decisive insofar as gender competence alone is less decisive for [the] further development in top ranks than... security policy expertise and networking."**

*Col. Dr. Nicole Schilling*

## SELECTION COMMITTEE

A committee of six experts served on the inaugural Selection Committee. The committee was responsible for ensuring that each participant would benefit from and contribute to the program. Each member committed to one year of participation and was invited to attend the Halifax International Security Forum.

**Chair: Clare Hutchinson**, Special Representative for Women, Peace, and Security, NATO

**Randi Davis**, Director, Gender Team, United Nations Development Programme

**Mara Karlin**, Associate Director, Strategic Studies Program, Johns Hopkins School of International and Advanced Studies

**Grace Scoppio**, Associate Professor in the Department of Defence Studies, Royal Military College of Canada

**Cassandra Steer**, Board Member, WIIS Canada

**General (ret.) Janet Wolfenbarger**, United States Air Force

## TEAM

The Fellowship was developed and managed by a two-person team. In April 2018, the organization hired Paz Magat to serve as Director. Along with her Master's degree in Applied Social Change and Peacebuilding, Magat brought with her nearly 20 years of experience in international education, UN and African Union peacekeeper training, and program management. Lior Azariya served as Program Officer. Her experience working for the organization through the previous two Halifax Forums helped utilize the organization's network to promote fluidity across programs.

## OBSERVATIONS

Throughout the Fellowship, a number of observations were made:

- The Fellowship has taken up a unique space within like-minded programs. While traditional security subject matter is included, the Fellowship does focus on a number of themes not typically considered as part of the traditional security spectrum. The Fellowship team sought to strike a balance between the participants' priorities and what the organization felt could expand on the definition of security. The diversity of the program curriculum allowed participants to meaningfully contribute to conversations and also take from the engagements what they needed to address their needs.
- Participants had many similar experiences along their path to leadership as women in the military. This shared experience made an immediate impact on their cohesion as a group who would live together for four weeks. At the same time, the diversity of their militaries was instrumental in the sharing of ideas and creative solutions to challenges they experience.

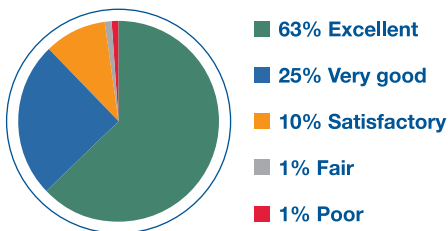


- Due to the name of the program and its focus on women as participants, there was a natural inclination for interested parties to assume that the Fellowship was actually *about women*. Many efforts were made and will continue to be made to reframe the program as one focused on security.
- By their arrival at the Forum in Halifax, the Fellowship had experienced more than 50 engagements that were instrumental to their preparation as participants at the event. The high-level conversations and synthesis that took place throughout the Fellowship served as a natural lead-in for them to fully participate in discussions during the Halifax International Security Forum. Their contributions to the conversations at the Forum were encouraged and welcomed.

## IMPACT

The impact and influence of the Peace With Women Fellowship on the Fellows themselves was carefully measured throughout the program. While a key part of Halifax International Security Forum organization's mission for this program is to expand participants' definition of security broadly, particular attention was paid to assuring that the Fellows' specific interests were being addressed. As a result, through an evaluative process, the Fellowship was able to determine that 88% of the content on the program was rated positively by the Fellows.

### AVERAGE RATING OF CONTENT



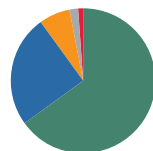
Fellows were asked to consider the content of the Fellowship using three guiding questions:

1. How did the content contribute to their general knowledge in this subject area?
2. How useful was the content to them personally?
3. How useful was the content to them professionally?

On average, Fellows responded to these questions positively 88% of the time, with an average response rate of 6.23 out of 7 Fellows. Additionally, on a 1-5 scale, where 1 represents a poor meeting and 5 represents an excellent meeting, programming during the Fellowship received an average rating of 4.49 out of 5.

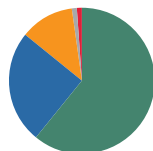
### HOW WOULD YOU RATE THE CONTENT OF THIS MEETING?

CONTRIBUTION TO MY GENERAL KNOWLEDGE IN THIS SUBJECT AREA



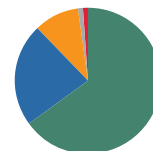
65% Excellent 25% Very good  
7% Satisfactory 2% Fair 1% Poor

USEFULNESS OF KNOWLEDGE TO ME PERSONALLY



61% Excellent 25% Very good  
12% Satisfactory 1% Fair 1% Poor

USEFULNESS OF KNOWLEDGE TO ME PROFESSIONALLY



65% Excellent 23% Very good  
10% Satisfactory 1% Fair 1% Poor

In addition to surveys, the Fellowship implemented a Monitoring, Evaluation, Research, and Learning (MERL) Framework that will be extended into perpetuity. At the beginning and end of the Fellowship, independent experts facilitated Learning Group Discussions (LGD) to better understand the impact of the program.

**“In a security environment that each day seems to yield greater uncertainty, the Halifax International Security Forum provided an outstanding opportunity for me, as a female officer, to enhance my leadership skills and professional knowledge.”**

*Captain Jill Marrack, 2018 Peace With Women Fellowship*

The measurement of impact will continue in the years to come. However, at the conclusion of the program, the MERL team was able to draw a number of important conclusions:

- Participants came to understand their common challenges and how to best adapt their “pitch” to bring about change in their respective militaries. To the Fellows, the issue was not as much about the failure of the military to recruit more women for decision-making roles, but the failure of military leadership to make respective militaries attractive and accessible to demographics unrelated to gender. Participants held a common opinion that women were only one of several demographics that were in short supply, despite the high demand seen in changing military theaters. They believed these human resources were very much needed to make their respective militaries more adaptive and resilient to future shocks.
- During an exploration of the impact of the month-long inter-cultural/inter-military engagement and the relationships created between the participants, one Fellow stated, “I will continue to be a node for the future Peace With Women Fellowship network.” Indeed, all participants expressed their heartfelt desire to be nodes in the nascent Fellowship network of graduates. The program team will continue to measure the activity and durability of this first set of Fellow “nodes” over the next 6-12 months and then annually, through periodic quantitative check-in’s and in-depth qualitative discussions.
- A more directly attributable indicator of the impact of the program is the reduction in security sector knowledge gaps. Through the pre-Fellowship survey that participants completed, the organizers were able to anticipate the desired subject matter and set meetings and learning opportunities accordingly. With few exceptions, Fellows were roundly enthusiastic about the learning opportunities they had during the program. The MERL and Fellowship teams will continue to monitor the learning that is put to use in the participants’ work in the months and years to come.

The results of the surveys and LGD discussions allowed the MERL advisors to conclude that the 2018 Fellows genuinely appreciated and benefited from the unique opportunity of the program and the safe space for learning and networking it offered and will continue to provide in the future.

## OUTREACH

Within its first year, the Fellowship received a significant amount of interest on social media and other platforms. On Twitter, tweets about the Fellowship chronicling their time on the program had 28,035 impressions and 1,120 total engagements with 611 media engagements. On the organization’s website, the Fellowship page alone had over 600 unique pageviews from around the world.

TWITTER IMPRESSIONS	TWITTER TOTAL ENGAGEMENTS	TWITTER MEDIA ENGAGEMENTS	WEBSITE PAGEVIEWS
28,035	1,120	611	600

## CONCLUSION

Halifax International Security Forum is proud of its inaugural year of the Peace With Women Fellowship. The development of learning and networks throughout the program achieved its mission. The organization is committed to growing the scope and impact of the Fellowship in years to come. While the 2018 class has returned to their respective duties, their shared experience will keep them connected. Formal mechanisms are in place to facilitate their continued communication and sharing of information and ideas. When the first class of the Peace With Women Fellowship left Halifax on November 19, it was not the end of their program - it was the beginning.

## APPENDIX: MEETINGS AND CONTENT

### Government

Minister Harjit Sajjan, Minister of National Defence, Canada  
General Colin Powell, Former Secretary of State, United States  
Peter MacKay, Former Minister of National Defence, Canada  
Ermal Muça, Albanian Ambassador to Canada  
Emily Haber, German Ambassador to the United States  
Daniel Mellsop, New Zealand High Commissioner to Canada  
Representatives of the U.S. Senate NATO Observer Group

### Military

General Jonathan Vance, Chief of the Defence Staff, Canadian Armed Forces  
General Sir Nicholas Carter, Chief of the Defence Staff, British Armed Forces  
Major General Michael Rouleau, Commander, Canadian Joint Operations Command  
Canadian Forces College  
Defense Advisory Committee on Women in the Services  
Defense Innovation Unit  
Mentorship Session with Senior Women Leaders in the U.S. and Canadian Militaries  
National Defense University  
Dr. Heather Wilson, Secretary of the U.S. Air Force  
Judge Advocate General, Canadian Armed Forces  
Integration of Gender Perspectives Office, Canadian Armed Forces

### Academia

Balsillie School of International Affairs, University of Waterloo  
Centre for Refugee Studies, York University  
Hoover Institution, Stanford University

### Media

The Washington Post

### Science/Technology

The Council on Strategic Risks  
Citizen Lab, University of Toronto  
Cycura  
Cylance  
eSentire  
Facebook  
Lawrence Livermore National Laboratory  
Manifold Technology  
Palantir

### Civil Society

Aga Khan Development Network  
Canadian Red Cross  
Center for Justice and Accountability  
HIAS  
Peacetech Lab  
United States Institute of Peace  
Women in Defence and Security

**The Fellowship Dinner Series** took place in each city during the program and included representatives from Georgetown University School of Law, Center for Strategic and International Studies, University of Ottawa, University of Toronto, Carleton University, U.S. Global Leadership Coalition, Northrup Grumman, Center for American Progress, The Cole Group, The Asia Foundation



■ 2018 Fellows' Orientation

**"It was an honor to engage with this group of remarkable leaders... What these professionals do within their own countries, and in collaboration with others, is very compatible with the Cylance mission of protecting people and devices. I look forward to learning more about how they progress in their careers!"**

*Kumud Kalra, Chief Information & Technology Officer, Cylance*



**The Halifax Peace With Women Fellowship** aims to create a substantial network of female military leaders around the world and offer Fellows an international network of support as they move forward in their careers. As these leaders grow in their respective countries, they will be able to draw on the knowledge they gained during the fellowship, as well as the connections they have made, in order to become more informed decision-makers.

**For more information, please visit [halifaxtheforum.org](http://halifaxtheforum.org)  
Email: [fellowship@halifaxtheforum.org](mailto:fellowship@halifaxtheforum.org) Phone: (202) 688-2470**