



PEACE WITH WOMEN FELLOWSHIP



2019 Report



2019 Fellows ■

OVERVIEW

The Halifax Peace With Women Fellowship's mission is simple and yet ambitious: to advance women's leadership in international security. In 2019, Halifax International Security Forum welcomed its second class of esteemed officers. Building upon the success and lessons learned in the inaugural year, 11 new participants from 10 NATO and NATO-partner countries embarked on a 24-day program that culminated at the 2019 Halifax International Security Forum. Throughout that time, participants engaged with a multitude of individuals and sectors that comprise the current international security apparatus. Stakeholders, observers, and the Fellows themselves declared that the program far exceeded their expectations. Halifax International Security Forum proudly attests that it accomplished its goal of developing the knowledge and networks of its participants – and for the first time of its alumnae – to make them even more effective leaders for their organizations across the NATO Alliance.

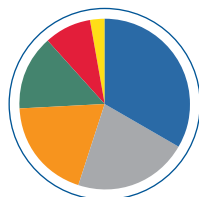
“Widening of horizons around the Globe. Empowering to contribute to Peace and Security as servicewomen. These words scarcely reflect the benefit that the Fellowship gave me. It was much more than a unique opportunity to expand knowledge, meet eminent personalities, and build relationships. It was a platform that inspired eleven officers from ten democracies to build a fellowship of soulmates united by the same occupation. It makes me feel if I have expanded my network that I can rely on around the globe.”

Lieutenant Colonel Joana Polekauskienė, Lithuanian Armed Forces

PROGRAM

On October 29, 2019, the new class of the Halifax Peace With Women Fellowship gathered in Washington, DC. They spent the subsequent three weeks travelling from Washington, DC, to Silicon Valley, Ottawa, and Toronto before attending the Forum in Halifax from November 22-24.

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



MEETING TYPES

Government	26%	11%	Military
Civil Society	17%	7%	Media
Science/Tech	15%	2%	Academia

Engagements were primarily off-the-record and discussion-based to promote openness and transparency. The Fellowship placed additional focus on these key areas:

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 to learn from their experiences.

Integration of Gender Perspectives and Climate. 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. In order to integrate a gender lens throughout the curriculum, Fellows engaged in a workshop and briefing at the outset of the program in order to better understand how to consider gender perspectives at all stages of planning and operation. A similar approach was used for the topic of climate. Attempting to avoid isolating it as a stand-alone theme, the Fellowship aimed to integrate the subject of climate into as many meetings as possible. In addressing these two subjects in this manner, the Fellowship applied an intersectional approach to complex issues.

Science and Technology. In preparing for the Fellowship, all participants indicated a keen interest in developing a better understanding of the role technology plays in security. The Fellowship spoke with experts in artificial intelligence, biotechnology, cybersecurity, innovation, public-private partnerships, research and development, and human rights who spoke to the sector's current state as well as identifying threats they perceive in the near future.

Regional Foci: Arctic, China, and Russia. In recognition of pressing threats to security and democracy, three specific regions were the focus of a number of meetings: the Arctic, China, and Russia. Fellows received briefings from several experts who presented a variety of perspectives on the security challenges faced by NATO and its partners in these regions.

PARTICIPANTS

Eleven leaders hailed from NATO and NATO-partner countries. *Halifax* proudly welcomed participation from six of the seven countries from its inaugural year. In addition, the Fellowship welcomed the participation of four new countries: France, Lithuania, the Netherlands, and the United Kingdom. The addition of new countries meant the program included all members of the Five Eyes Intelligence Alliance.

Colonel (MC) Dr. Lale Bartoschek: Chief of Branch Recruitment, Federal Ministry of Defence, German Armed Forces

Air Commodore Elanor Boekholt-O'Sullivan: Commander, Cyber Defence Force, Netherlands Armed Forces

Captain Rachel Durbin: Director, Future Lifecycle Engineering, Navy Capability Division, Royal Australian Navy

Brigadier Lisa Ferris: Director, Defence Legal Services, New Zealand Defence Forces

Commodore Solveig Krey: Deputy Assistant Chief of Staff, Operations Section, Defence Staff Norway, Norwegian Armed Forces

Colonel Solène Le Floch: Staff Officer for Performance Control, Joint Headquarters, French Armed Forces

Colonel Debra Lovette: Director, Human Capital, Joint Force Space Component Command, United States Air Force

Colonel Lysane Martel: Director, Royal Canadian Air Force Professional Development, 2nd Canadian Air Division, Royal Canadian Air Force

Colonel Tracy Onufer: Chief of Staff, Special Operations Command South, United States Air Force

Lieutenant Colonel Joana Polekauskienė: Senior Instructor, General Jonas Žemaitis Military Academy of Lithuania

Captain Fiona Shepherd: Deputy Assistant Chief of Staff, Logistics Operations and Plans, British Royal Navy



■ 2019 Fellows with Her Excellency the Right Honourable Julie Payette, Governor General of Canada

"I can think of no comparable opportunity for military women from across the globe to expand their perspectives and build lasting relationships, all of which serve to enable their future success as senior military leaders."

*General Janet Wolfenbarger
First woman four star general in the United States Air Force*

SELECTION COMMITTEE

Five experts from a variety of fields served on the Selection Committee, which was responsible for reviewing each candidate's suitability for the program. Each member served on the Committee for one year and was invited to attend the Halifax International Security Forum.

General Janet Wolfenbarger, United States Air Force, Retired (Chair)

Dr. Mara Karlin, Director, Strategic Studies Program, Johns Hopkins University School of Advanced International Studies

Charlotte Lindsey Curtet, Director of Digital Transformation and Data, International Committee of the Red Cross

Iain Paterson, Managing Director, Cycura

Ben Renda, Chief Operating Officer, Google Fi

OBSERVATIONS

Throughout the Fellowship, a number of observations were made:

- The diversity of geographic and professional backgrounds was an asset to the program whereby any one discussion was addressed from multiple perspectives.
- Participants had many similar experiences along their path to leadership as women in the military. These shared experiences made an immediate impact on their cohesion as a group that would live together for several weeks. At the same time, the diversity of their militaries was instrumental in the sharing of ideas and creative solutions to challenges they experience.
- Throughout the course of the program, there was a marked evolution that took place among the Fellows: they begin to see themselves in a new light. When supported by others who understood their experience as a minority in their profession, the Fellows began to see themselves as leaders and networkers with less hesitation to offer their opinions as well as fewer concerns about how they would be perceived by others. This had a palpable effect on their sense of empowerment.
- Without the conscious or unconscious burden of being the only woman in the room, the Fellowship afforded participants the space they needed to tap further into their intellectual capabilities. By the end of the program, Fellows commented on their renewed vigor for their work, armed with a wealth of new knowledge and networks to achieve their respective missions.
- Fellows most appreciated the breadth of subject matter and the depth of conversations with meeting hosts, many of whom pushed them to think beyond traditional international security frameworks.

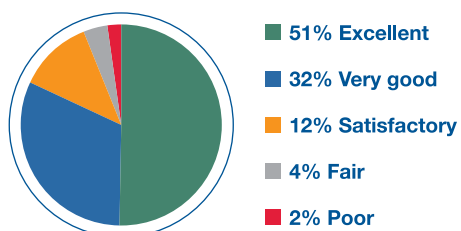
"The Fellowship was an excellent arena to learn and discuss a wide range of security issues. I am so proud of being part of this group of women in uniform which was so powerful when engaging with all the senior high level expertise. We also learned a lot from each other and created strong bonds during these weeks."

Commodore Solveig Krey, Norwegian Armed Forces

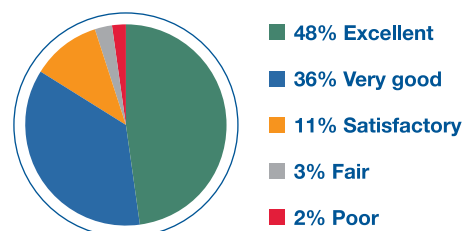
IMPACT

The impact of the Peace With Women Fellowship is intentionally measured throughout the program. While a key part of *Halifax*'s mission is for the program to expand participants' definition of security, particular attention was paid to assuring that the Fellows' specific interests were addressed.

How would you rate the overall quality of the meetings conducted during the Peace With Women Fellowship?



How would you rate the usefulness, professionally and personally, of the meetings conducted during the Peace With Women Fellowship?



The overall satisfaction rate of 83.5% across the program is similar to the inaugural year and indicates to the Fellowship that continued improvements can be made in further iterations. Detailed commentary on the meetings conducted will inform planning for the next cycle.

In addition to surveys, the Fellowship continues to use a Monitoring, Evaluation, Research, and Learning (MERL) framework. Independent experts conduct Learning Group Discussions (LGD) at the beginning and end of the Fellowship in order to better understand its immediate impact on the participants. The measurement of impact will continue in the years to come. However, at the conclusion of the program, the MERL practice elicited a number of key conclusions:

- Fellows expressed overwhelming joy and gratitude for both the learning opportunities and the networking and friendships that they developed. All Fellows provided concrete examples of the ways other Fellows provided moral and professional support and will continue to be a resource in the future. Not surprisingly, Fellows expressed sincere appreciation of the existing camaraderie, stating that they felt that they could call on anyone in the group for advice after the Fellowship concludes. Internal networking and having other Fellows as resources were seen as the most important positive outcomes of the Fellowship.
- Fellows appreciated the variety of content and topics offered, noting that meeting with former U.S. Secretary of State Madeleine Albright was a major highlight.
- Fellows felt that they learned about a wide range of topics and issues related to security. They expressed that they feel more confident and that they have something more to contribute to their respective work places thanks to reduction of some key knowledge gaps.
- One of the most beneficial aspects of the program is that they are now in contact with experts who can inform their work (e.g. technical issues, professional development, leadership, etc.).
- Fellows gained new skills along the way, including communication skills, networking skills, and how to best frame substantive conversations, among others.
- Fellows predicted that people's perceptions of them will change because they participated in the Fellowship and Halifax International Security Forum. Participating in both contributes to their credibility.
- Realizing that they also had much to share, some Fellows indicated they will make more conscious efforts to mentor others after the Fellowship.

REACH

The Fellowship continues to expand its reach on social media. On Twitter, the Fellowship significantly increased its engagement rate. Tweets about the Fellowship throughout the course of the program resulted in over 120,000 impressions and 4,508 total engagements, with 3,224 media engagements.

Participants were also invited to participate in the Battle Rhythm Podcast, hosted by the Canadian Global Affairs Institute. Episode 11 was released on November 13, 2019, and was timely for the Fellows as they began to synthesize their learning and prepare to attend the Halifax International Security Forum.

ALUMNAE

Four of the seven members of the Fellowship's inaugural class joined the 2019 Fellows at the Halifax International Security Forum. During a Collaboration Session, they outlined the framework for an Alumnae Network to promote continued engagement into the future.

A LGD was also conducted with alumnae, to better understand the impact the Fellowship has had over the last year since their participation in the program. Some of the key observations include:

- Alumnae noted a continued expansion of networking with each other and with those they met during the Fellowship. Their networking was greater externally, then grew within their military branches. They also noted that they were more aware of the need to network and are more actively doing so.
- Alumnae signaled that the knowledge they gained during the Fellowship has led to new conversations and to decision-making with broader perspectives.
- Alumnae expressed that they have increased self-efficacy - they bring more to the table at meetings and use their improved skills to make connections with others to obtain critical information.
- Alumnae experienced an increased awareness of security matters about which they need to know more. They voiced an important realization that investments, planning, and policies have to be in place to change norms, which takes time.
- Alumnae indicated that the Halifax International Security Forum itself provided some model practices for them, such as strategic seating for discussions and panel formation, that have positively impacted their work.



2019 Fellows at DRDC Toronto and in Halifax with Fellowship Alumnae ■

CONCLUSION

Halifax International Security Forum takes great pride in creating the opportunity for officers across the NATO Alliance to further develop their leadership, knowledge, and networks to support their security priorities. The organization is committed to expanding the scope and impact of the Fellowship in years to come. The number of Alumnae who have returned to their respective duties continues to grow and their shared experience will keep them connected across the globe. As with the inaugural class, the 2019 cohort left Halifax on November 25 knowing this was not the end of the Fellowship - it was the beginning.

APPENDIX: MEETINGS AND CONTENT *(In alphabetical order)*

Government

Madeleine Albright, former United States Secretary of State
Rosemary Banks, Ambassador of New Zealand to the United States
Global Affairs Canada
House Democracy Partnership (United States House of Representatives commission)
Susan le Jeune d'Allegeershecque, British High Commissioner to Canada; Anne Kari H. Ovind, Ambassador of Norway to Canada; Henk van der Zwan, Ambassador of the Kingdom of the Netherlands to Canada (co-hosted event)
Peter MacKay, Former Minister of National Defence, Canada
NATO Observer Group (United States Senate)
Julie Payette, Governor General of Canada
Harjit Sajjan, Minister of National Defence, Canada
Richard V. Spencer, Secretary of the United States Navy
Jody Thomas, Deputy Minister of National Defence, Canada
United States Institute of Peace

Military

James Baker, Director of Net Assessment, United States Department of Defense
Canadian Forces College
Defense Advisory Committee on Women in the Services
Office of the Judge Advocate General, Canadian Armed Forces
Directorate of Diversity, Gender and Inclusion, Department of National Defence, Canada

Media

CBC
The Hill Times
Battle Rhythm Podcast, Canadian Global Affairs Institute

Civil Society, Non-Profit Organizations

Canadian Red Cross
Center for Justice and Accountability
Center for New American Security
Center for Strategic and International Studies
Defence and Security Foresight Group and NATO Association of Canada
Electronic Frontier Foundation
Migration Policy Institute
Women in Defence and Security

Science/Technology

Council of Canadian Innovators
Defense Innovation Unit, United States Department of Defense
Defence Research and Development Canada
Google
In-Q-Tel
Lawrence Livermore National Laboratory
Palantir

Academia

Hoover Institution, Stanford University

The **Fellowship Dinner Series** took place in each city that the program visited. At each dinner, a group of experts from academia, think tanks, and the intelligence community gathered to discuss topics relevant to that region. The dinners included representatives from Canadian Global Affairs Institute, Center for Strategic and International Studies, Council on Strategic Risks, DLA Piper, Earnscliffe Strategy Group, Peace With Women Fellowship Alumnae, Facebook, Georgetown University Law Center, Google, National Democratic Institute, Rice Hadley Gates, and University of Toronto Munk School of Global Affairs.

A **Mentorship Session** took place in Washington, DC, allowing the participants to meet with some of the highest ranking retired military officers from the United States Armed Forces: Major General Patricia Frost, Admiral Michelle Howard, and General Janet Wolfenbarger.

A **Leadership Session** took place in Ottawa, allowing the participants to meet with some of the foremost military and civilian leaders in Canada to discuss leadership challenges and solutions: Major General Frances Allen, Zita Astravas, Commodore Geneviève Bernatchez, Brigadier General Lise Bourgon, Major General Tammy Harris (Retired), Katie Telford, Jody Thomas, and Kevin West.

The Fellowship team also facilitated a **Synthesis Session** in each city to provide time for the Fellows to discuss what they had experienced and how their learning was perceived from the multi-national group and applied to their positions and networks.

About Halifax International Security Forum

Halifax International Security Forum is dedicated to strengthening strategic cooperation among democracies. The independent, non-profit, non-partisan organization is based in Washington, DC.

Its signature event, known as the Halifax International Security Forum (the Forum), is recognized as the leading gathering of democratic leaders committed to global security and prosperity. Setting the security agenda each November for the coming calendar year, the Forum convenes relevant and key leaders in an unscripted, intimate atmosphere over three days in Halifax, Nova Scotia.

Other key initiatives of the organization include the Peace With Women Fellowship, Pete & Steve's "The World" podcast, and the Comprehensive China Strategy project.

**For more information, please visit halifaxtheforum.org
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