

**The integration process of women
within the Ministry of Defense:
Improving gender equality**

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1 Background and Research Methodology

1.1 General Introduction

While women in Suriname constitute 49% of the population, they form just a third of the employment in the country, working in services, administrative positions and in academic professions (ABS, 2011: 33). The year 2013 marks two decade since the Government of Suriname ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) committing itself to the removal of:

“..... any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field” (Convention on the Elimination of All Forms of Discrimination against Women 1981).

The CEDAW requires the countries that ratify the convention to establish capable national agencies or other public organizations to protect women against all forms of discrimination. There have been several important laws enacted since the ratification of CEDAW in March 1993. Domestic violence has been recognized as an area that required attention with the ‘Fighting Domestic Violence’ Law being passed in 2009 to protect victims of such abuse, who were mainly women. In the same year, the ‘Offences against Morality’ law was passed to protect women from sexual violence, and measures are currently in progress to combat and deal with the problem of ‘human trafficking’, many of those involved being women. Of significance also was the establishment in 1997 of the National Bureau for Gender Policy that looks after and offers policy advice on gender issues (Heemskerk and Apapoe, 2011: 17; 26).

As is the case in most countries in the world the Ministry of Defense of Suriname and its armed forces are traditionally male dominated workplaces. Of the total number employed at the Ministry of Defense, military as well as civilians, just about 11% is female (Ministry of Defense¹, 2013). While men usually occupy the most authoritative position, women have generally supportive or administrative roles (Ministry of Defense², 2013). There is also a very strict hierarchy in the Ministry, as given the structure of the personnel with men largely

¹ Personeelsbestand Ministerie van Defensie, May 2013

² Idem

occupying the higher military ranks and certain civilian functions, the issue of gender equality is an important concern. Under these circumstances, a two-day gender workshop was organized for women from the military on the 28th and 29th of August 2012 with the intention of exploring the issues of sexual discrimination, harassment, exploitation and abuse of women in the organization. The outcomes of this conference reflect a relatively high level of women have experienced serious problems on these different scores (F. Bell, personal attendance, 28-29 August 2012).

1.2 Research problem

While women have been employed in the armed forces of Suriname since 1980, there is still no policy regulating the problems specific to women. This is a serious concern, because treating women as men could lead to not taking into account the specific needs of women, like physical or psychological needs or hygiene and their family life. In the interest of promoting equality, and in the light of CEDAW, it is therefore urgent that the government, and more particularly, the Ministry of Defense, takes measures to involve women in the armed forces, at all levels of the hierarchy. Such planned action could involve enacting 'legislation, policies and programmes in line with promoting equality between women and men' in the Ministry of Defense (Hendricks and Hutton 2008: 3). Gender mainstreaming is an important concept that can be usefully developed to analyze and inform policy within the Ministry of Defense when taking measures, aimed at the conditions of employment and career prospects, including terms to better combining of work- and private life, training and education opportunities and providing information about gender to the whole of the organization (Bemmel van et al. 2007).

1.3 Research Objectives

This research analyses the forms of gender discrimination experienced by women in the Defense organization of Suriname and proposes methods by which these can be challenged and countered through policy and practice in the Ministry of Defense.

Through this research I would like to contribute to improving gender equality and women's empowerment in the Defense organization.

1.4 Research Question and sub-questions

My main research question is: In which ways do women in the armed forces experience gender discrimination and how can these be countered through appropriate policy and practice in the Ministry of Defense?

To structure my research I have posed the following sub-questions:

- Which forms of discrimination are experienced by women in the Defense organization in Suriname?
- What solutions to prevent gender discrimination and promote gender equality have the military identified in other countries such as The Netherlands and The United States of America?
- What measures can be taken by the Defense organization of Suriname to counter gender discrimination and promote gender equality?

1.5 Relevance and justification

By ratifying the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), Suriname took on the obligation to ensure that women are treated equally in all aspects of life. To this end, the different ministries have introduced gender focal points to handle gender issues.

This research is relevant, because there are now more women joining the Defense organization. They often have a higher education level compared to their male counterparts, but are not guaranteed the same access to higher executive positions within the organization. Another reason why this research is relevant is that there is no written information about women in the Defense organization of Suriname, apart from personnel reports, end of the year reports, reports of different departments and a few legal military documents. This research can contribute in the documenting and dissemination of (scientific) data of women within the Defense organization of Suriname. It can also serve as a starting point when conversing the Gender Work plan 2013 of the mother ministry of Home Affairs to a format that is employable for the Defense organization.

1.6 Research methodology

As indicated earlier, there are two main objectives in this research study: to understand the nature of gender discrimination experienced by women in the Armed Forces in Suriname and to suggest policies and practices to counter these problems and promote gender equality in the Ministry of Defense.

An initial review of the available research on the subject showed that there was very little published material on women in the armed services in Suriname. This research therefore had to rely on quantitative data mainly, gleaned from so-called 'grey' sources, such as personnel reports, end of the year reports, reports of different departments and a few legal military documents of the Ministry of Defense of Suriname. Some of the more relevant ones are given below:

- Department of Organization and Formation: a report of November 2013 of this department was used to get an overview of the study agreements.
- Personeelsbestand Ministerie van Defensie of May 2013. This was used to derive the personnel numbers and percentages, number of women within the organization, number of female military personnel and the ranks and positions of women within the organization.
- Staatsbesluit van juni 1976, Wet op de Krijgsmacht. This document contains the formal military ranks of the Surinamese Defense organization.
- Uitwerking carrièregang voor het militair personeel of November 2009. This document was consulted for the criteria that are used for promotion to the next rank.
- Wet Nationaal Leger, Staatsbesluit van 27 mei 1996 no. 27. This Law on the National Army was used to derive the tasks of the Defense organization, as well as the organizational construction.
- Wet Rechtspositie Militairen (Military Disciplinary jurisdiction) is the document that is used as a disciplinary guideline for the military.

Given the lack of quantitative data women in the Armed Forces in Suriname, the paper complemented what information was available with mainly qualitative research, based on the

opinions, views and knowledge of interviewees. I conducted interviews based on literature that I found regarding integration of women into Defense organizations. With the interviews I gathered data on:

- The nature of gender discrimination experienced by women in the armed forces;
- The existing policies undertaken by the Ministry of Defense to reduce and counter gender discrimination and
- Measures taken to promote gender equality.

In order to gather this information I interviewed nine people who were key to understanding the ways in which women were treated in the organization. Five of those people were asked questions about the Defense organization, specific situations and people in certain positions. These informants were chosen, because of their position within the organization as either Policy Official or Gender Focal Point. The other four people were asked questions about their own experiences regarding the Defense organization to which they gave their personal accounts. The respondents were chosen because of either their years of experience within the organization or their position within the organization.

Besides the interviews, I also administered a questionnaire to gauge how personnel of the Defense organization think about specific topics relating to the organization. This questionnaire was given to military and civilian personnel regardless of gender, rank or position to get a cross section of the whole organization and not just the views of certain people. A total of ninety questionnaires were distributed, of which seventy-nine were handed in.

Out of the data that was gathered from the interviews, statements were formulated for the questionnaire. The questionnaire started with an introduction, followed by general questions about sex, age group and personnel category. Then it proceeded with questions to gauge solidarity with the organization, treatment of women within the organization, development chances for women, needs of women, women and leadership and knowledge on a gender policy within the Defense organization.

Of the seventy-nine questionnaires, forty-one were filled in by men and thirty eight by women. Of the forty-one men, thirty seven were military and four civilians. The women were more balanced, with twenty of the thirty eight respondents being military and eighteen civilians. Most respondents work at the Head Central Office of the Army. Thirty nine of the

respondents have a career of more than fifteen years in the organization. Half of those have even been in the organization for at least twenty five years, which makes them veterans of the organization. Thirty six respondents have an education at High school level and most respondents are in the pay range of enlisted men and non- commissioned officers.

The general information was useful for the comparison of different groups. I wanted to see if men had differing opinions of women in the organization, if civilians saw things differently than soldiers and if the educational level, age, unit and pay range gave people another view of the organization. Overall, across all these different groups within the respondent group, there was a lot of similarity in thinking.

1.7 Limitations/ Practical problems

While conducting my field research I encountered some practical problems. One of those was that hardly anything about the Defense organization of Suriname was written down and if it was the case, it was outdated. There was no academic literature on the organization. This meant that I had to rely on 'grey' literature, own interviews and questionnaires for information on the organization.

Another practical problem was that people were very willing to be interviewed, but we ended up constantly rescheduling the interviews. They often had a busy schedule and could not find the time to speak freely, if at all possible, because of all the interruptions during the interviews.

It was also a setback that I could not conduct my research in all the operational units. I needed permission from the Director of Defense and the Commander of the Army to conduct my research. I had received permission from the Director, but somehow the Commander did not know anything about my research. This meant that the people of the operational units did not have permission to cooperate, so they did not fill in the questionnaires.

1.8 Structure of the thesis

The first chapter is an introduction to my ISP. In the second chapter I will look at what the theoretical and comparative literature says about gender discrimination in armed services and develop a conceptual framework to analyze the case of Suriname. My third chapter will present information about the status of women within the Defense organization regarding gender discrimination in relation to job opportunities, education and training opportunities, and leadership. In chapter four I will present my data analysis and key findings and in chapter five I will close with conclusions on the subject and make recommendations.

2 Literature Review

2.1 Introduction

In the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) the legal status of women is the main subject. The Convention was established to better the position of women worldwide, regarding basic human rights such as health, education, and political participation. The Convention states the belief that "...the full and complete development of a country, the welfare of the world and the cause of peace require the maximum participation of women on equal terms with men in all fields" (Convention on the Elimination of All Forms of Discrimination against Women 1981).

Article 5(a) of the CEDAW prescribes that 'State Parties shall take all appropriate measures: to modify the social and cultural patterns of conduct of men and women, with a view to achieving the elimination of prejudices and customary and all other practices which are based on the idea of the inferiority or the superiority of either of the sexes or on stereotyped roles for men and women' (Convention on the Elimination of All Forms of Discrimination against Women 1981).

This article of the Convention focuses on the kind of discrimination that hinders most women in the professional workforce. It addresses the stereotypical imaging in the media, education and government. Because of stereotypes about what types of jobs and positions are seen as feminine or either masculine, the advancement of women in organizations is endangered. Women are evaluated against norms tailored to masculine characteristics in higher positions in organizations. And yet, even when the women conform with these norms, they are being penalized by not being appointed or promoted, because they are typified as too masculine, aggressive or difficult to work with (Abrams 1989: 1193).

2.2 Gender inequality

Gender refers to the constructed social arrangement of relations between the sexes. It is more than just the visible and socially created differences between men and women, because it also regards sex-neutral phenomena and institutions like beliefs, identities, processes, rules and relationships (Benschop 1996: 6). Unequal gender relations within organizations are not established on their own, but are influenced by societal reproduction of gender inequality and of opinions and behaviors regarding gender relations of individual members of the organization. Nonetheless, organizations do contribute to maintaining the unequal relations by way of the rules, procedures, and practices that they employ (Benschop 1996: 7-8). Organizations mimic the behavior and social values of the society they are placed in regarding sort of labor, quality of labor, payment, job evaluation, advancement and careers of women, women and management, and the whole labor process. If there is job segregation in the society and there are specific jobs reserved for men and women, this will also be the case in most organizations placed in that society (Benschop 1996: 4).

The acceptability of gender inequality differs from society to society as it does from organization to organization. Organizations that highly value cooperation, professionalism and democracy will likely strive to minimize the appearance of gender inequality. On the other hand, organizations that are less flexible and have a very rigid bureaucratic and hierarchical system will maintain unequal relations. These kinds of organizations legitimize the inequalities by arguing that they are natural, based upon biological differences between genders and the supposed superiority of some virile characteristics. Also the order and discipline within these organizations depend on those inequalities (Acker 2006: 443). In essence therefore, gender relations are also power relations and in most cases, women are subordinated to men.

2.3 Gender discrimination within Defense organizations

Unequal gender relations within organizations can lead to gender discrimination. Gender discrimination is the act of withholding or giving rights or privileges to people on the ground of their gender. The circumstances under which the giving or withholding is done, differs from nation to nation, and religious, cultural or social reasons are often being used. This kind

of discrimination is essentially “the dissimilar treatment of similarly situated persons” (Abrams 1989: 1192). Because of the dominant male norms, women’s needs and capabilities are not regarded. In most western societies however, gender discrimination is now seen as incorrect and sometimes even unlawful behavior. The general idea behind the discrimination of women is that they are being considered to be the weaker sex not capable of doing certain things that can best be left to the ‘strong’ men (Abrams 1989: 1193). Within the military the assumption still lives that men are physically superior to women, which is the main reason women are barred from certain military positions. For instance, women are not assigned to positions as combatants, but are assigned roles as administrators, legal assistants or health care workers. The basic desk jobs are reserved for women and the operational fieldwork is intended for the men (Segal 2006).

The military worldwide is a male dominated business with a very important role in forming the traditional image of masculinity. This fact contributed to women being discriminated from the moment they first joined these organizations. For most of the military jobs there is a certain degree of strength, aggression and physical fitness required. These traits of the military jobs and organization are seen as very masculine. That is why femininity is not appreciated and even seen as an undesirable characteristic in these organizations. Women do not fit into the masculine image and thus strain the relations between the sexes in the organization. Within the Defense organizations and the military there usually also is a very uneven distribution of the numbers of men and women. Because of the greater number of men and the very powerful rank and hierarchical structure, women within these organizations are particularly vulnerable to discrimination and either gender and/or sexual harassment (Segal 2006: 575). Forms of gender discrimination women encountered are: being denied advanced (military) education and training, as well as certain positions, and being passed over for promotion to higher ranks. Gender harassment differs from sexual harassment, in that gender harassment is aimed at women as a group, whereas the focus of sexual harassment is the woman as an individual. Based on this distinction women reported the following acts as gender harassment: the resistance of the authority of female officers, constant inquiry of the capability of women, using any slip-up of any woman as confirmation of military women’s inadequacy, sabotage of women’s work or equipment, gossip and rumors and sexist statements about the military being no place for women. The most common forms of sexual harassment noted were sexually explicit comments and jokes, and suggestive looks and gestures (Segal 2006: 575).

2.4 Gate-keeping mechanisms

In certain organizations, certainly those labeled as masculine organizations like the Defense organization, there are mechanisms that preserve the unequal situation of women. These mechanisms are known as 'gate-keeping mechanisms' (van de Velde and Hendrikse 2004: 35). They are invisible, subtle, most times unconscious and unintentional barriers that organizations and sometimes women themselves, raise to hinder their advancement within the organization. These mechanisms include opinions on traditional male- and female roles, risk perception, gender stereotypes and the tendency of women to not attract attention professionally.

Van de Velde and Hendrikse also point out that risk perception is very noticeable when organizations recruit for higher positions. The organizations then assess whether the candidates could pose a future financial risk, for instance people with children and those with chronic diseases. Women with children are seen as very high risk to recruit, because organizations expect they will have to make extra costs due to provisions such as pregnancy/maternity leave (Van de Velde and Hendrikse 2004: 34).

Gate-keeping mechanisms have a double effect. On the one side women are not easily promoted, because they are seen as a liability. On the other side risk perception also undermines women who are promoted. These women have to be twice as good as men to be promoted, but because of their sex they are not completely trusted to be suitable for the position. This can diminish their self-esteem, which in turn can lead to a reduction in performance. If the organization notices this reduction, they can see this as a confirmation of their initial mistrust and conclude that it is not recommendable to appoint women in major positions. This can then result in reluctance to even consider women the next time an important position opens up (Van de Velde and Hendrikse 2004: 37).

2.5 Career development

Women are more often than men challenged in their career development. This is because of the impression people have about certain (key) positions being qualified as typical male positions. The general perception of "the woman" conflicts with what people perceive to be

“a successful leader”. Women are characterized as considerate, thoughtful, friendly, sensitive and delicate, while successful people are described as dominant, powerful, ambitious, independent, determined and confident. These perceptions are the reason why women- who behave as the stereotypical leader- are seen as unfeminine and women who behave like the stereotypical woman are seen as ineffective leaders (Van de Velde and Hendrikse 2004: 36).

Most major or leading positions are mostly assigned to men, thus the image of those positions is virile. When recruiting and selecting for those positions masculine characteristics are therefore the norm. This leads to women not being considered to fulfill certain positions. Women have to show that they can handle leading positions in order to gain the trust of the organization in their ability to do so. Whereas men in leading positions automatically get the trust, until they prove that they are not capable of handling the position (Van de Velde and Hendrikse 2004: 37).

Another obstacle for the advancement of women’s career is the fact that women are the main care-givers responsible for rearing the children, which often leads them to try and find a balance between work and family life. If they cannot find a balance and have to choose between work and family, they often choose for their family. Women do not want to be away from the family for longer periods of time, at night they rather not leave their children and when a child needs to be brought to the doctor, the mother, rather than the father, will do this. This preference of family over work also means that organizations tend to look at women as not committed enough to the organization. Certain positions are therefore only given to men (Van de Velde and Hendrikse 2004: 31).

2.6 Integration of women in the military of The Netherlands

Women within the Dutch army have come a long way ever since their complete integration into the army in the 80’s. The special units for women were discontinued and women were allowed to serve alongside the men. There was an active recruitment of women in the 90’s, so the number of women within the Dutch army has steadily risen, even though they are still a minority that contributes to just about 9% of active soldiers. Most of those female soldiers are to be found in the lower ranks, while just 2 women are found in the highest ranks of Flag officers (Stroet 2011:11).

To boost the overall number of women throughout the whole organization, the Defense organization of The Netherlands has taken concrete measures. These measures involve the placement of female role models in high-ranking positions to signal that the organization is open to women at all levels. Furthermore, there were also measures aimed at higher recruitment of women as well as their advancement and retention (Stroet 2011:11).

2.6.1 Measures to promote gender equality in the military of The Netherlands

Recruitment measures involved the following actions:

- When recruiting, there was attention for the added value women brought to the organization, especially to the operational units. Also there are special open days for women for all operational units to inform more women of their options in these units.
- Women that otherwise meet the requirements for a job in the military but are physically not yet up to standards, get extra training in an intensive training course of three months at a gym at the expense of the Defense organization in order to prepare them for the physical demands of having a position in an operational unit (Stroet 2011:12).

Measures concerning advancement and retaining involved the following actions:

- The structural participation of at least two women with the Hogere Defensie Vorming, a necessary educational course required for officers to get a position in the top of the organization.
- Advancement of female officers is stimulated by giving extra attention to coaching-, training- and advancement possibilities in performance- and assessment interviews.
- In 2009 a mentoring project for female non-commissioned officers was established through which they could work out what their possibilities for growth and development within the organization are.
- Women with children are exempted from detachment until their youngest child is five years old. If both husband and wife work for the Defense organization, there is the possibility to attune functions and detachments of both partners, so that one parent is always home for the children (Stroet 2011:13).

2.7 Integration of women in the military of the United States

In the United States women have served in the army ever since the American Revolution in the 18th century. They first served as nurses, cooks and tailors. Nowadays, women work in 95% of all military functions and positions, exercise together with men in basic training units and comprise of almost 16% of the army (United States Army, 2013). Women in the American Army have struggled to get the chance to fill in almost every military position they wish to. In the last 20 years there have been cases brought to the bench against the Army to grant women the right to fulfill certain positions in the operational units they were banned from. These cases led to greater attention for women in the army and their ongoing process of integration into the army (United States Army, 2013).

Some of the notable changes regarding the integration of women in the American army are the following:

- In 1948, by way of the Women's Armed Services Integration Act, women were structurally allowed to serve, but there were restrictions and guidelines on the sort of positions they could fill. Women were reserved to non- combat roles in the army (National Women's Law Center 2013:1).
- In the period thereafter until 1993, gradually more and more positions opened up for women, but they were still excluded from a lot of specialties and assignments that brought them in contact with combat. In 1993 the ban that excluded women from serving in specialties and assignments in combat was lifted, but not executed. Women were still banned from direct ground combat (National Women's Law Center 2013: 2).
- In 2010 there was a notification given that the Department of the Navy intended to gradually allow women to serve aboard submarines. Also in that year the Department of Defense suggested the "combat exclusion policies" for female soldiers be removed from the 1994 DoD assignment policy, thereby terminating the gender-based limitations on military assignments and simultaneously open up "all the related career fields/ specialties, schooling and training opportunities" that were off limits to them due to this policy (National Women's Law Center 2013: 9-11).

2.8 Summary

Defense organizations and the army are seen as typical organizations where gender inequality and gender discrimination are maintained by the regulations, measures and practices they apply. Women tend to be marginalized within these organizations, numerical as well as in positions. The career development of women does not keep equal pace with their male colleagues. Gate-keeping mechanisms such as rooted ideas and stereotypes are important instruments that hinder the integration of women within the Defense organization. These mechanisms should also be taken in consideration when targeting gender discrimination and promoting gender equality. In the military of The Netherlands and of the United States, concrete measures were employed to promote gender equality in the military. These measures have been somewhat successful and have led to a higher degree of integration of women within these military organizations.

3 The Defense organization of Suriname

3.1 Introduction

Worldwide women have been integrating into the territories that were once considered to be predetermined as a men's world. Military institutions remain the last fortresses for male dominance, because of their habitually manly characteristics. This causes resistance against the integration of women into the organization.

With more women entering and thriving in these masculine organizations, Defense organizations are now the backdrop of changes regarding the professional relationships between men and women. These changes are in the light of the Convention on the Elimination of All Forms of Discrimination against Women of 1981, where the principle is stated that for "...the full and complete development of a country, the welfare of the world and the cause of peace" the highest possible level of involvement and contribution of women "on equal terms with men in all fields" is needed.

In this chapter the structure and workings of the Defense Organization of Suriname are explained as a background for the data presented in chapter 4.

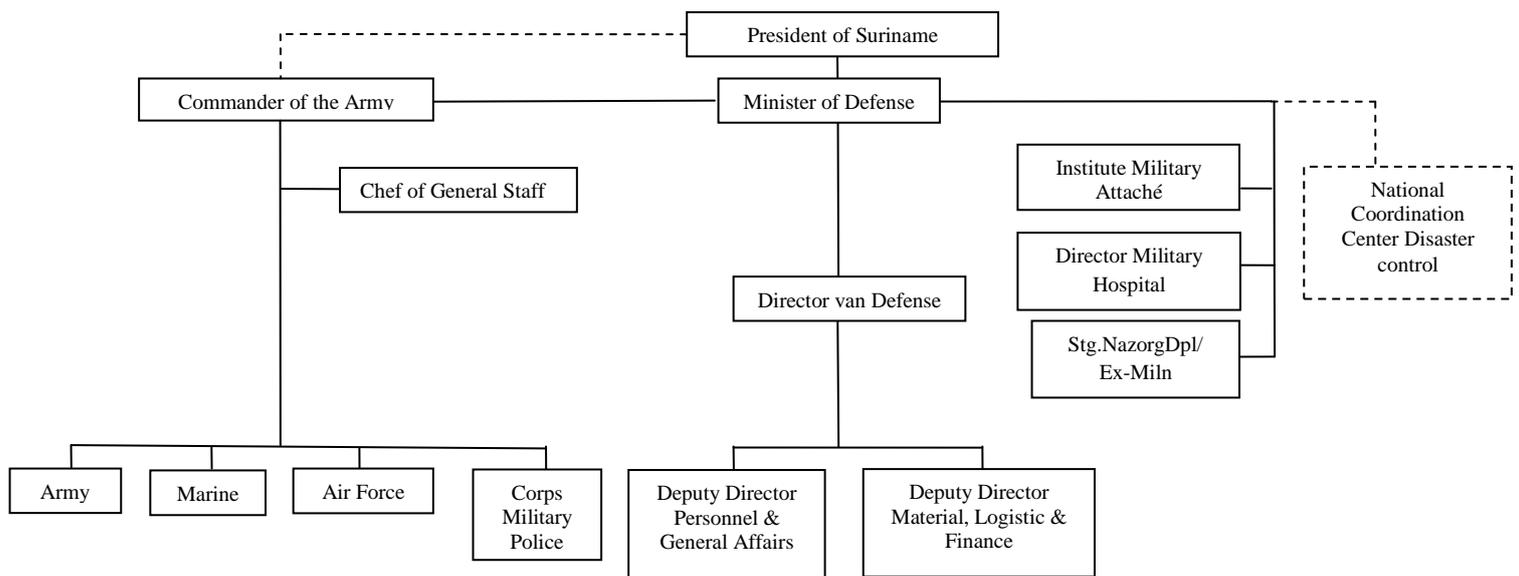
3.2 Structure of the Defense Organization of Suriname

The Ministry of Defense is part of the Government. As such it derives its instructions for gender policy from the Government and as of yet there is still no national Gender Policy. The mother ministry of Home Affairs is responsible for the drawing up of this policy and they just presented the Gender Work plan 2013 in October 2013, which means that it can only be implemented in 2014, after conversion to a Defense format.

The Ministry of Defense consists of a policy center and an operational arm. Together they form the Defense organization. The policy center or Central Office is where the Minister, the Director and Deputy Directors are stationed. A great part of the Defense organization's

administration and policy making is done here. Besides the Central Office there is also the Military Hospital over which the Minister has direct command. The operational part is known as “het Nationaal Leger” and consists of the Army, Air Force, Marine and the Military Police. These parts fall under the command of the Commander of the Army.

Figure 1. Simplified organizational chart of the Ministry of Defense



Source: Staatsbesluit no. 27, Wet van 27 mei 1996 (Wet Nationaal Leger).

The main task of the Defense organization is ‘to protect the nation’s sovereignty and territorial integrity against foreign military aggression’ (Ministry of Defense³, 2013). In the past, the task of protecting the nation mostly relied upon certain physical traits like strength that favored men over women (Informant 1, 2013). But nowadays protecting the nation does not only rely on physical force, but also calls for more mental and intellectual traits that favor women. This means that more women are finding their way into the Defense organization, not only as civilians or administrators, but also as soldiers. At present, the proportion of

³Wet Nationaal Leger, Staatsbesluit van 27 mei 1996 no. 27

women in the organization is 10.6% of the total number of Defense organization personnel and the number of military women is 5.0% Ministry of Defense⁴, 2013).

This brings with it changing dynamics within the organization, because changes have to be made to accommodate women within masculine organizations. These changes should not only apply to the physical accommodations like sleeping quarters and bathrooms, but the most important changes are the changes in perceptions about and attitudes towards women. Whether people like it or not, women do have different needs compared to men.

3.3 Ranks within the organization

Within the Defense organization mostly military personnel is employed, but there are also civilians working in especially the policy center. As is the case with Defense organizations, there is an inherent hierarchical structure that is maintained through a system of ranks applicable to military personnel.

Ranks are used to maintain command and control. It makes clear who has responsibility over whom, what and when. To maintain the discipline within the organization, fresh soldiers are soon taught to read the distinctives of the ranks, because they then know whom to salute, obey, and who is authorized to give certain commands. The distinctions of ranks are worn on the shoulders of the uniform to make it easy to distinguish whether someone is a subordinate, peer or a superior officer. Higher ranking officers may command subordinates, but the commands are bound by certain criteria. Firstly, they have to be given by an authorized superior officer; they have to be related to the service and lastly they have to be realistic and doable. In reality however there are men that misuse their superior position to exercise power over their subordinates. Some respondents of the questionnaire wrote that women in subordinate positions are especially targeted with sexually explicit comments and jokes, suggestive looks and gestures and even sexual proposals. Because of the unequal relationship and their subordinate position, these women hesitate to report these incidents for fear of retaliation and boycott of their career.

⁴Personeelsbestand Ministerie van Defensie, May 2013.

Military personnel are divided into three categories, being from highest to lowest: officers, non-commissioned officers and enlisted men. The category of officers is further separated into two levels: senior officers and junior officers

As of the 4th of February 2014 there is a change in the ranking system of the Surinamese Defense organization. The highest rank from then on is that of Brigadier General, and it will be worn by the Commander of the Army. This rank falls in the category of General-Officers.

Because there is no altered formal ranking yet, the last formal ranking is used in table 1 for an overview of the different categories and the ranks within those categories.

Table 1. The military ranks of the Surinamese Defense organization.

CATEGORY	RANK
Officers	
Field grade or Senior Officers	Colonel
	Lieutenant Colonel
	Major
Company grade or Junior Officers	Captain
	First Lieutenant
	Second Lieutenant
Non-Commissioned Officers	Sergeant Major
	Sergeant First Class
	Sergeant
Enlisted Men	Corporal First Class
	Corporal
	Private First Class
	Private

Source: Staatsbesluit van juni 1976, Wet op de Krijgsmacht.

All ranks have their own set of tasks, pay range and privileges. Senior officers generally fill in staff positions of superior commands. They have the highest pay grades and the most privileges. In Suriname, the Commander of the Army has the highest rank of Brigadier General. Within the policy center the highest rank is that of Colonel.

3.3.1 Positioning of women

In accordance with the Law on the National Army if one meets the general and specific criteria for certain ranks and positions, one can be promoted to that rank or position, regardless if the applicant is male or female. This means that, at least in theory, women can advance without limitations into the highest ranks and positions of the Defense organization.

Currently the percentage of women in the organization is 10.6%. Just under half of all female personnel work as military personnel. The number of military women is 5.0% of the total number of Defense personnel. This means that there are slightly more female civilians than there are female soldiers within the Defense organization. Of the female soldiers 3.8% belongs to the category of enlisted personnel, 0.7% of the female soldiers are non-commissioned officers and 0.5% belongs to the category of officers (Ministry of Defense⁵, 2013).

Of the number of women working for the Defense organization 59.4% works for the Central Office and the Military Hospital. The remainder of the women, 40.6%, is divided over the Army, Air Force, Marine and the Military Police. Most women working in the operational part of the army are civilians, filling in positions of cleaning lady or administrative worker. The biggest part of female soldiers is stationed within the Army (11%) and the Central Office (35.8%) where they are mostly assigned to administrative or logistical positions (Ministry of Defense⁶, 2013).

These figures confirm what the literature says about women in Defense organizations. In the Surinamese Defense organization women are also marginalized. They are a numerical minority and given positions that fit the idea of women as the weaker sex, not capable of fulfilling certain physically demanding positions or leadership positions. Thus they are assigned basic administrative or logistical jobs and the operational fieldwork is designated for the men (Segal 2006).

⁵ Personeelsbestand Ministerie van Defensie, May 2013.

⁶Idem.

3.4 Promotion: training and education

Everyone who becomes a soldier starts out with the initial rank of private. Depending on what formal education one has, soldiers can go on with advanced military training after the basic training course. These trainings can be either specialized or advanced trainings, giving the soldiers a particular area of expertise. This enables them to be promoted to higher functions and ranks after successful completion.

For every rank there are general and specific criteria for promotion to the next rank. The general criteria are applicable to all promotions and the specific criteria apply to certain position related promotions.

The general criteria are: - a good review,

- a positive medical/ physical exam and
- a certain number of years and experience in the current rank.

The specific criteria are: - place in the formation

- formal education and
- functional training or relevant military education (Ministry of Defense⁷, 2013)

To be placed in a training program, one has to apply and be recommended by his or her commanding officer. The application is then send to the department Recruitment and Selection to check if the candidate meets the requirements. There are criteria for every training, but because people have to be recommended by superiors and the whole bureaucratic chain of analysis, there is a great chance to be sabotaged for personal reasons (Respondent 4, 2013). Here is where women can be subjected to certain degrees of harassment. One form of discrimination is gender harassment. They are told that they do not fit into the masculine organization, so they should not even consider getting advanced military training. Another form of discrimination that women can be subjected to in this regard is that their male commanding officers ask for (sexual) favors in return for a recommendation or a positive review (Respondent 3, 2013).

During the two days of military women's gender workshop on 28th and 29th of August 2012, most women present also felt that they did not have equal opportunities to access training,

⁷ Uitwerking carrièregang voor het militair personeel , November 2009

education and higher positions as men (field notes 2012). When the Defense organization sends people to train or study abroad for more than 3 months a study agreement is made that lists all the finances the person will get during the stay abroad. This agreement also lists the responsibilities of the military student during and after completion of the training or education. After review of the agreements made since January 2013 until November 2013, of the total of 30 just 7 were made for female soldiers (Ministry of Defense⁸, 2013).

3.5 Job opportunities, career development and leadership

Within the Defense organization of Suriname there are certain stereotypical perceptions about women. In theory women can hold any position within the organization, but in reality there are constraints or restrictions to women holding certain positions. Women are steered towards administrative, logistical and care giving functions (Ministry of Defense⁹, 2013). According to Informant 3 (2013), one of the Gender Focal Points of the Defense organization, women are not easily placed in line positions, because these positions often are very physically demanding positions, which can bring women in the direct line of combat during wartimes.

Another aspect working against women in the Defense organization is that most positions, and certainly the higher ones, are characterized by masculine traits. Women are seen as soft, sensitive and delicate, and thus not up to standards of success like dominance, confidence, ambition and determination. If placed in leadership positions, they are seen as ineffective leaders and every mistake is seen as proof of their incapacity to fulfill the position. This in turn results in women not being recruited for such positions anymore and women do not want to apply for these higher positions, because they will have to work twice as hard and will likely be scrutinized more than their male counterparts (Informant 1, 2013).

3.6 The situation of women in the Defense organization of Suriname

Women have been employed in this organization since 1980. Although this has been the case, women were not employed into the Marine and Air Force units. The first women in these units were enlisted earlier in 2013. Although women have been working in the organization

⁸ Department of Organization and Formation, November 2013

⁹ Personeelsbestand Ministerie van Defensie, May 2013.

now for almost three decades, there is still no legal regulation regarding women entering the organization, their roles and limitations within the organization or addressing problems specific to the experiences of women. For example, women wear the same uniform as men, there are no separate sleeping quarters for women on detachment, and there is no day-care facility for infants, no explicit written rules of how to handle sexual discrimination, harassment, exploitation and abuse of women. Women are treated as 'equals' of the males, meaning that what is good for the men must also suffice for women. This assumption does not take into account that women are different from men and have other needs, be it physically, psychologically or concerning their hygiene and family life (Respondent 2, 2013).

On 28th and 29th of August 2012, throughout the two days of military women's gender workshop, women articulated some of the problems they are faced with in this organization. The workshop was meant for both military and civilian female personnel of all levels of the organization. The aim was to get an idea of how women in the organization experienced working in a male dominated atmosphere.

3.6.1 Harassment, abuse and discrimination

There is no special bureau for Gender Affairs. This means that women faced with harassment and/or abuse cannot report the incident to an impartial official. These types of reports can be made to one's superior officer, the police or Military Police if the offender is military personnel (Informant 4, 2013).

All of the groups that were formed during the gender workshop reported that women were harassed by men and men regularly commented that the army was meant for men and women did not belong in the armed forces. There were several cases of sexual abuse reported. In cases of sexual discrimination, harassment, exploitation and abuse of women within the organization, the victims can report this to their superiors. The common remark about this arrangement was that the individuals the victims reported the accidents to, were often males, which attributed to the opinion that group cohesion was more important than one woman feeling safe. So these females often still have to work within the same unit and with the same people. They feel that with the trust gone, the efficiency of their unit will diminish. They also think that ultimately if (military) women feel threatened and do not trust their colleagues, this can backfire, especially in situations where members of a unit have to rely on each other for safety.

One military woman in the workshop told about her experience of years back, when she was molested by a colleague. She was detached to a military post in the interior. After her shift she went to sleep. Since there are no separate quarters for men and women she shared the same sleeping quarters as the men. She woke up because she felt someone on top of her, trying to unbutton her shirt and trousers. She managed to fight him off and grabbed her weapon. At that point he ran out of the room. The woman reported this incident to her male superior, who told her that it probably was not so serious and that she overreacted. There was no action taken and she had to sleep in the same quarters with her assailant for the remainder of her detachment. She was afraid to fall asleep after the incident, because she did not trust any of the men there anymore. When she was back in the city she asked to be placed in another unit and listed personal reasons as the motivation (F. Bell, personal attendance, 28-29 August 2012).

3.6.2 Women and leadership

The tendency of the organization to not place women in line positions is one of the reasons women are currently not in a situation to hold the highest ranks in the organization. These ranks are often line positions, which require years of experience and specific military training. Women entering the organization, usually have a higher formal education than the men which makes them eligible to apply for advanced military training. However they are seen as a liability, because they are often young women in the fertile age, looking for stability to settle down and start a family. This perception as a liability makes that the organization sends men more easily to trainings, workshops and educations. Often these trainings are in foreign countries for an extended period of time. Women are very hesitant to comply with these criteria, so they are passed over for these chances and they are deprived of the possibilities to build their knowledge and experience enabling them to command a whole division or even the whole army, in time (Respondent 1, 2013).

The highest rank held by a woman in the Defense organization was that of Lieutenant Colonel in the position of Head of the Legal Department. Currently there are no other women in the rank of Lieutenant Colonel. Other women in Senior Officer ranks only include 4 female Majors in the positions of Lawyer and Heads of personnel administration

departments. These positions are not seen as military positions per se (Ministry of Defense¹⁰, 2013).

The top positions in the Defense organization are the positions of Minister, Director, Commander of the Army, Chef of General Staff, Deputy Director Personnel and General Affairs, Deputy Director Material, Logistic & Finance, Commandant Army, Commandant Marine, Commandant Air Force, Commandant Corps Military Police, Military Attaché, Director of Military Hospital and Director of Stichting Nazorg Dienstplichtigen en Ex-Militairen.

The highest position ever held by a female civilian was that of Deputy Director Material, Logistic & Finance. Currently two female military officers hold two of the highest civilian positions of Deputy Director Personnel and General Affairs and Deputy Director Material, Logistic & Finance. They are the only females in the top of the Defense organization. All other top positions are held by men (Ministry of Defense¹¹, 2013).

¹⁰Personeelsbestand Ministerie van Defensie, May 2013

¹¹Personeelsbestand Ministerie van Defensie, May 2013

4 Research Findings

4.1 Introduction

According to the Convention on the Elimination of All Forms of Discrimination against Women of 1981, women should be allowed to fully participate under the same conditions as men in all aspects of life in order to bring about development in the world. This entails adjustment of the stereotypical thoughts about jobs and positions typically male or female jobs as well as the practices that enforce these thoughts.

In this chapter the stereotypical notions that withhold women within the Defense organization of Suriname from advancing to higher positions perceptions are discussed.

4.2 Gate-keeping mechanisms within the Defense organization of Suriname

Women are seen as out of their element within the Defense organization. Not only are they a minority numerically, given that just about 10.6% of the total number of personnel consists of women, but also in placement within positions. This is very easy to derive from the 0.5% of women that are in officers' ranks and the two women that are in two of fourteen top positions of the organization (Ministry of Defense¹², 2013). Women are kept in lower ranks and positions by barriers that hinder the advancement of women to the top. These gate-keeping mechanisms do not only originate from the side of the organization, but are also perpetuated by women themselves. Women come into the organization to look for a partner; make a career by giving (sexual) favors or use their family as an excuse to come in late, take leave or decline for trainings. This makes women their own worst enemy (Respondent 3, 2013)

Some willing women within the organization are withheld from advanced military training, not sent to detachment, or given the chance to gain experience in certain vital positions for promotion even if they meet the standards. On the other hand there are also women in the organization that use their femininity as an excuse not to do the same tasks as men. They refer to their physical weakness, their motherhood or the 'female unfriendly situations' when

¹²Personeelsbestand Ministerie van Defensie, May 2013.

they are scheduled for guard duty or detachment (Respondent 1, 2013). Because of the behavior of one group of women, the whole group gets the name that they are not ‘military material’, not suited to fill in certain positions, and certainly unfit to lead the organization. Their behavior also solidifies the gender stereotypes and the perceptions of traditional male- and female roles. These perceptions in turn cause capable women to be very cautious to apply for higher positions, because they know they will be placed under the microscope and every mistake will be seen as proof that women do not belong in certain positions.

4.2.2 Perceptions regarding women in the organization

Of the seventy-nine respondents, fifty eight said that they felt solidarity with the organization. This means that even if they are discontent with certain things of the organization, they felt a bond and were concerned with the organization. Most respondents agree that women are discriminated against within the organization. They agreed with the statements that women in the organization are treated differently from men with a negative influence on their career. They also think that women should not be restricted to fulfill certain ranks and positions, meanwhile only being assigned to administrative and care giving positions. Of the respondents, 60.8% agrees that women have to prove and adapt themselves more in the organization and not be addressed as being women in a male organization.

Furthermore, 63% of the respondents think that there are too few women in the organization and that women are capable of doing the same tasks and jobs as men. Although 51.9% of the respondents agreed that being a soldier is a masculine job, they greatly disagreed with the statements that being a soldier and being a woman cancel each other out, and that women and civilians do not belong in the Defense organization.

The respondents further agreed that female soldiers do have other needs than men, that the organization has to give attention to these different needs and that women have an added value for the organization, because as one respondent said “women focus on different aspects and have other approaches to logical problems”.

Regarding development chances for women there is a contrast whereas, on the one side respondents mostly agree that women are stimulated by the organization to develop themselves and they are given the chance to apply to advanced (military) trainings and

educations, and on the other side respondents also agree that women are not given the chance to grow in the organization.

Concerning women and leadership, 78.5% of the respondents disagreed with the statement that women are unsuitable to be in charge within the Defense organization. Most did not care whether a man or woman was in charge, as long as they did a good job. Regarding a gender policy, most respondents were not aware of the existence of one.

Overall, 70.9% of the respondents thought that women are not treated equally in the organization and that this needs to be changed.

4.3 Gender policy within the Defense organization

According to all interviewees there is no formal gender policy that they know of. What came back in all interviews was that there are certain limitations applied to women, mainly to protect them. For example, women are not sent to detachment anymore, because there are no separate quarters for women. There is one general sleeping area that is shared. This had led to occasions where women who were stationed at the outposts for detachment, were harassed and even molested by their male colleagues. Because it will take a huge investment to adapt all outposts to specific needs of women, it was easier to just not send women to those posts. Other adaptations to accommodate women included separate sleeping quarters and toilets during the Basic training, special underwear and sportswear for women and footwear (Informant 4, 2013).

There are no specific rules written down as to how women should be treated, but there are rules and regulations that apply to every soldier as how to behave correctly. Some of these rules and regulations are stated in the Military Disciplinary jurisdiction. If a military woman feels harassed by a superior, she can issue a complaint; if it is a subordinate she can report him to an authorized superior. Civilian women can report to their own superior. If a woman feels that her complaint is not handled to her satisfaction or that there is no action taken, she can file a report with the police, in the case of the accused also being a civilian, or the Military police if the accused is a soldier (Informant 4, 2013).

There were attempts made in the past to research the status of women in general in the Defense organization, the status of female soldiers specifically, as well as attempts to draw up a gender policy (Informant 5, 2013). None of the interviewees knew of written material regarding those researches or a concept gender policy.

4.3.1 Possibilities to promote gender equality

In the military of the Netherlands and of the United States of America, concrete actions were taken to prevent gender discrimination and promote equal relations between genders. When confronted with the question how they thought the Defense organization of Suriname could do the same, the interviewees had a few ideas. To combat gender discrimination within the organization two interviewees suggested implementing a code of conduct with specific instructions on treatment of women. Another interviewee suggested that the Defense organization should look at how the Police dealt with gender discrimination, as the Police is also part of the armed forces and also known to be a masculine organization. Three suggested that the Surinamese Defense organization should look at the concrete measures that The Netherlands implemented and how these measures could be transformed to fit the Surinamese cultural context. They liked the idea of providing mentors for female non-commissioned officers. One interviewee said that that would guarantee promising women growth within the organization. Overall, the interviewees agreed that no matter what, there should be some sort of rulebook especially for treating women within the Surinamese Defense organization.

5 Conclusions and Recommendations

5.1 Conclusions

This research analyzed the experiences of women in the Defense organization of Suriname, with regard to their opportunities of career development as well as their experiences of discrimination and disadvantage.

Women in the Defense organization are limited in the positions they can hold. Military positions have a direct relation to one's rank, which means that women are- as of yet- also limited in the ranks they can hold. Furthermore, women are often overlooked for advanced military training, be it locally or abroad. This has different reasons, from women not being physically in shape to women not wanting to leave their home and family for extended periods of time. This also resulted in women being passed over for promotion to higher ranks and positions. Women also accounted that they were harassed and molested by male colleagues and that their complaints were not handled to their satisfaction.

Other countries such as the Netherlands and the United States of America have developed measures prevent gender discrimination and promote gender equality.

The Netherlands have taken measures to ensure not only the growth of the number of female personnel, but also their growth within the organization. Women are specifically targeted when recruiting, especially for the operational units. They also get extra physical training to bring them up to standards when they meet all other requirements for certain positions. All advanced trainings have a mandatory minimum for the participation of women and a mentoring project for female non- commissioned officers was established which enabled them to work towards higher positions and ranks.

In the United States of America there have been a lot of changes where women became more integrated into the army and they are now almost seen as equals of their male counterparts. Women have over the past years gradually been allowed by the American government to serve. Their rights were stated in the Women's Armed Services Integration Act. This act has

been adapted a few times ever since its establishment in 1948, removing limitations women were held to when serving in the army. Nowadays women are allowed to serve in combat situations and aboard submarines.

While responding to the specific context of Suriname, the country can usefully incorporate some of these measures to improve the position of women in its Ministry of Defense.

At a general level, it is clear that the Defense organization of Suriname needs to target women for operational positions when recruiting and when they are in those positions they should be mentored by senior personnel. They should also be allowed more often to follow advanced military training and be deployed adequately after successful completion, instead of being accommodated somewhere where they cannot thrive. Lastly, a bureau dedicated to handling problems related to women within the Defense organization should be established, based on a formal Gender Policy. Thus, the problem of gender discrimination within the Defense organization should be tackled by taking measures aimed at entering into the organization, for the work floor and at policy level.

More specific recommendations are given here after:

1. At entry level women should not only be recruited for administrative and care giving positions.
2. They should be made aware that there are other positions within the organization that they can hold, given that most women entering the organization have at least a high school level education.
3. Women should be trained as well as their male counterparts, to ensure that they are physically up to standards to be enrolled in advanced military training and education abroad. But they should also be made aware of what it means to be a soldier: that the safety of the country and organization are more important than the own priorities and that you should always give your best to the organization.
4. If women are allowed to fully participate at all levels of the job and have all the responsibilities their male counterparts have, the perception of women as weak and 'not suited for the military' would likely change.
5. At the level of the work floor, the organization should identify their female potentials, both military and civilian. When these are identified they can be assigned a mentor or coach or be recommended for relevant training or education. If women have the needed

skills and knowledge, paired with the backing of senior personnel or superiors it would probably be easier for women to advance within the organization.

Regarding measures at policy level, I strongly recommend that further and more extensive research is being conducted on the subject of gender discrimination. In order for any policy to be effective, it should first be clear what the addressed problem is, what it encompasses, whom it will likely effect and in what way. If the Defense organization of Suriname intends to combat gender discrimination, there should first be an inventory made of all acts of discrimination women throughout the whole organization face. In this inventory not only the views of the women should be taken into consideration, but also that of the majority, in this case the men of the organization. If it is clear what barriers impede women to completely integrate into the organization, these barriers can then be resolved with specific measures and policies.

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Annex 1. List of interview questions

Questions		Answered by				
		1	2	3	4	5
1	Are women in this organization treated differently from men?	X	X	X	X	X
2	In what respects are they treated differently and what are the consequences of this different treatment?	X	X	X	X	X
3	Where do you think most women are employed in this organization; the operational, tactical or strategic positions?	X	X	X	X	
4	What kind of positions do most women within this organization have?	X	X	X	X	
5	Are there any limitations in place for women within this organization that you know of?	X	X	X	X	X
6	Are women allowed to advance to higher military rankings or are there any limitations regarding military promotion for women?	X	X	X	X	X
7	How many women do you estimate have officers' rankings?		X	X	X	
8	Do you think women are stimulated enough by the organization to educate themselves?	X	X	X	X	X
9	Is there a gender policy or code of conduct that you know of?	X	X	X	X	X
10	Are you familiar with any actions that are being undertaken to prevent gender discrimination and/ or promote gender equality?	X	X	X	X	X
11	What do you think is the added value of women for the Defense organization?	X	X	X	X	X
12	Do you view the Defense organization as a strictly male organization without any place for women or not? Please explain your view.	X	X	X	X	X
13	What are your experiences as a female within this masculine organization?		X	X		
14	What are your experiences with women within the Defense organization?	X			X	X
15	Do you think women are capable of fulfilling leadership positions within the Defense organization?	X	X	X	X	X

Annex 2. Questionnaire

INLEIDING

Deze enquête is bedoeld om na te gaan of vrouwen passen binnen de Defensie organisatie en op welke manier. Wat zijn de gedachten over vrouwen, hoe gaat de organisatie met hen om en moet er verandering komen in hoe vrouwen worden behandeld door de organisatie.

Mocht u nog aanvullende opmerkingen hebben na het invullen van de enquête, dan kunt u die op de laatste pagina aangeven.

Bedankt voor het meewerken aan dit onderzoek.

ALGEMEEN

Wat is uw geslacht?

Man *Vrouw*

Wat is uw leeftijdscategorie?

Jonger dan 25 *25- 34* *35- 44* *45- 54* *55 en ouder*

Wat is uw personeelscategorie?

Militair *Burgerpersoneel*

Bij welke eenheid/ afdeling bent u ingedeeld?

.....

Hoe lang bent u al in dienst van de Defensie organisatie?

Minder dan 2 jr *2 - 5 jr* *5-10 jr* *10- 15 jr* *Langer dan 15 jr*

Wat is uw hoogst genoten opleiding?

LTS/LBGO/ Mulo *Middelbaar/ MBO* *HBO* *Universitair*

Huidige functiewaardering:

Functiegroep 3- 4 *Functiegroep 5- 6* *Functiegroep 7- 8* *Functiegroep 9 en hoger*

1) **Ik voel me betrokken bij de Defensie organisatie.**

Eens *Noch eens, noch oneens* *Oneens*

2) **Ik zou niet ergens anders willen werken dan bij de Defensie organisatie.**

Eens *Noch eens, noch oneens* *Oneens*

12) **Vrouwen worden binnen de Defensie organisatie voldoende gestimuleerd zich te ontwikkelen.**

- Eens* *Noch eens, noch oneens* *Oneens*

13) **Met welke van de onderstaande uitspraken bent u het eens?**

Vrouwen willen dezelfde rechten en voordelen als mannen, maar willen zich niet op dezelfde manier inzetten.

Bij het inzetten van militairendient er rekening gehouden te worden met familie omstandigheden, fysieke mogelijkheden en hygiënische noodzakelijkheden van vrouwelijke militairen.

14) **Met welke van de onderstaande uitspraken bent u het eens?**

Vrouwen krijgen genoeg kansen om (militaire) opleidingen te volgen om hoger op te komen binnen de organisatie.

Vrouwen worden niet in de gelegenheid gesteld om (militaire) opleidingen te volgen om zodoende hoger op te komen binnen de organisatie.

15) **Vrouwen zouden alleen administratieve en zorg verlenende werkzaamheden binnen de Defensie organisatie mogen uitvoeren.**

- Eens* *Noch eens, noch oneens* *Oneens*

16) **Vrouwen moeten in de gelegenheid worden gesteld om alle functies en rangen binnen de Defensie organisatie te bekleden.**

- Eens* *Noch eens, noch oneens* *Oneens*

17) **Met welke van de onderstaande uitspraken bent u het eens?**

Als je opleidingen volgt en je voldoende inzet, wordt je gewaardeerd door de Defensie organisatie.

Als je als militair opleidingen volgt en je voldoende inzet, wordt je gewaardeerd door de Defensie organisatie.

Als je als vrouw opleidingen volgt en je voldoende inzet, wordt je gewaardeerd door de Defensie organisatie.

18) **Vrouwen hebben een toegevoegde waarde voor de Defensie organisatie.**

- Eens* *Noch eens, noch oneens* *Oneens*

19) **Vrouwelijke militairen hebben andere behoeftes dan mannelijke militairen.**

- Eens* *Noch eens, noch oneens* *Oneens*

20) **De Defensie organisatie besteedt voldoende aandacht aan het tegemoet komen aan de behoeftes die vrouwelijke militairen hebben.**

- Eens* *Noch eens, noch oneens* *Oneens*

21) **Vrouwen zijn niet geschikt om leiding te geven binnen de Defensie organisatie.**

- Eens* *Noch eens, noch oneens* *Oneens*

22) **Met welke van de onderstaande uitspraken bent u het eens?**

- Ik heb liever dat mannen leiding geven dan vrouwen.*
 Er zouden meer vrouwen leiding moeten geven.
 Het maakt mij niet uit of mannen of vrouwen leidinggeven.

23) **“Vrouw zijn” en “militair zijn” gaan niet samen. Ze sluiten elkaar uit.**

- Eens* *Noch eens, noch oneens* *Oneens*

24) **Het werken in de Defensie organisatie is alleen bedoeld voor mannen en militairen. Vrouwen en burgers horen niet in de organisatie.**

- Eens* *Noch eens, noch oneens* *Oneens*

25) **Het militaire beroep wordt in de samenleving vaak gezien als een mannelijk beroep. Ik deel die visie.**

- Eens* *Noch eens, noch oneens* *Oneens*

26) **Met welke van de onderstaande uitspraken bent u het eens?**

- Vrouwen worden op de juiste manier behandeld binnen de Defensie organisatie. Er hoeft geen verandering hierin te komen.*
 Vrouwen worden niet op de juiste manier behandeld binnen de Defensie organisatie. Er moet verandering hierin komen.
 Het maakt mij niet uit hoe vrouwen worden behandeld binnen de Defensie organisatie.

27) **De Defensie organisatie treft voldoende maatregelen om genderdiscriminatie te bestrijden/ aan te pakken.**

- Eens* *Noch eens, noch oneens* *Oneens*

28) **Er is binnen de Defensie organisatie sprake van een genderbeleid, dat duidelijk is en bekend bij mij.**

- Eens* *Noch eens, noch oneens* *Oneens*

Aanvullende opmerkingen:

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