DUTCH NATIONAL REPORT 2012

Introduction

The participation of women began in 1944, when the Dutch Women's Corps was formed in the United Kingdom during the Second World War. The Corps initially comprised several hundred Dutch women who had fled the Netherlands during those years. Later, the Corps was divided into three separate Women's Corps, one for each branch of the Armed Forces: the MARVA (Navy), the MILVA (Army), and the LUVA (Air Force). In January 1979, the integration policy for women within the armed forces commenced when female personnel were assigned to the various arms and branches of the three Services (Army, Navy and Air Force). The integration policy was inspired by the UN 'Committee on Elimination of all forms of Discrimination Against Women' (CEDAW). There were no longer any solid reasons for maintaining several separate female Corps, and so by 1 January 1982, the Women's Corps were disbanded.

Since 1988, the Services have been implementing various measures as part of the "Positive Plan of Action for the Integration of Women into the Armed Forces and Equal Opportunities Memorandum". These measures include increasing female recruitment, adjusting (when possible) selection criteria, implementing career policies, providing physical training, making ergonomic adjustments, regulating part-time work, maternity leave, parental leave and child-care and enforcing the rules for the prevention of undesirable conduct.

This report will outline the status of the integration of women into the Dutch armed forces. Current activities, initiatives and gender issues will be covered.

Policies

Many policy memorandums and measures in the domain of equal opportunities (and later gender policy) date from the nineteen-eighties and nineties. Although there were plenty of ideas and measures present within the defence organization, there were no success stories. As a consequence, a number of additional measures and initiatives were taken.

The UN Security Council adopted Resolution 1325 on 'Women, Peace and Security' in October 2000. On the one hand, the resolution calls for the role of women to be increased in the planning, preparation, decision-making and execution with regard to peace missions, and on the other hand for more attention to be paid to the effects on women of conflicts and peace operations. The resolution provides a general framework for the integration of gender aspects into policy surrounding international peace and security. The government's point of view in respect of 'gender mainstreaming' was established in 2001. Gender mainstreaming is the (re)organization, improvement, development and evaluation of policy processes in such a way that the perspective of gender equality is integrated into all policy.

Preconditions in this regard are as follows:

- commitment at the senior level;
- explicit gender policy with clear objectives and responsibilities;
- availability of gender expertise, and
- availability of resources and instruments.

UN Resolution 1325 and the government's viewpoint on gender mainstreaming ensured that equal opportunities policy was given new impetus in the form of gender policy.

Commitment at the senior level was put into practice by the appointment of 'Gender Ambassadors' at the second highest level in the defence organization in the autumn of 2002. Gender ambassadors were the deputy commanders-in-chief of the Services, and had the special task of keeping attention focused on the subject of gender in their Service; they acted as point of contact for gender-related matters. Explicit gender policy with clear objectives (such as a target 30% female intake of the armed forces) and responsibilities for the gender ambassadors was drawn up in autumn 2004 by the action plan gender. So as to be able to reserve sufficient resources for the implementation of these policy objectives, a grant was applied for from the European Social Fund (ESF-EQUAL). The grant should ensure that gender policy in the defence organization was dealt with in a three-year project, entitled Genderforce. The application for the ESF-EQUAL grant was approved at the end of 2004.

The implementation of Resolution 1325 began to take shape. The ministries of foreign affairs and defence are responsible for the implementation of Resolution 1325. In 2002, A civil service working group assessed whether there was a need for new policy in order to properly implement the resolution. The working group concluded that attention was being paid in many areas to women and gender issues and that work was necessary at unit level only with a view to the further embedding of the theme of gender in foreign and defence policy. These conclusions were submitted to the House of Representatives in a joint report on 26 March 2003; the report contained the following points for the defence organization:

- 1. gender needs to be embedded in training and instruction;
- 2. the gender perspective needs to be integrated into peace operations;
- 3. gender mainstreaming;
- 4. a well-balanced composition of male/female defence employees needs to be achieved; this is to include deployments.

The above conclusions led to a change of direction. First of all, the focus was shifted from the equal opportunities process in personnel policy to gender in the core business of the defence organization, namely crisis management operations. The four above mentioned points became the subprojects in our policies. Another shift of focus was that from policy development to policy implementation.

These shifts in focus were given shape in the form of project Genderforce. Genderforce was an important project because it connected gender with the core task of the defence organization: making a contribution to national and international peace and security. The defence organization is convinced that an effective gender policy contributes to an improved fulfillment of these core tasks. The defence organization's gender policy aims to achieve a more balanced and more diverse workforce and the optimal use of individuals' different qualities and competences. The enforcement of peace and security in an unstable environment sometimes requires aggressive and unequivocal action, but at other times requires lending a sympathetic ear to local groups. Experience has shown that mixed units are better at dealing with complex situations and possess greater mental strength. The defence organization needs to have a good gender balance not only for dealing with crisismanagement operations but also, in a more general sense, to remain an attractive employer. Fifty percent of the labour market consists of female potential and the defence organization would be foolish not to try to utilize that potential talent. Finally, the various international agreements on the subject of gender, particularly UN Security Council resolution 1325 made Genderforce important.

April 2008 the project Genderforce was officially ended. Nevertheless the effort for gender activities has not ended.

In December 2008 the ministries of foreign affairs and defence organized a symposium about gender in operations on the first anniversary of the Dutch National Action Plan 1325. Some of the most important promises from the ministry of defence were that gender should become a structural part of missions (preparation, deployment and evaluation). Other assurances that were given:

- 1. Additional Gender Expertise is needed
- 2. Gender experts need to be send on missions more often
- 3. More female interpreters are needed (especially in Afghanistan)
- 4. Follow up-meeting will be held in December 2009

Within the defence organization a shift in focus started from specific gender policy to a more general diversity policy. The Gender ambassadors were now not only responsible for Gender but they became responsible for the full integration of ethnic minorities and the acceptance of homosexuality within the Dutch Armed Forces. The diversity policy formally ended in 2010, at this moment diversity policy was put into regular policy.

Since this first symposium on gender in operations, the ministry of defence and foreign affairs combined their efforts and a yearly symposium has been organized. Besides these symposia the two ministries work together on specific gender training for their key leaders. A course called "A comprehensive Approach to Gender in Operations" was developed. This was done by the ministries of defence and foreign affairs of both Spain and the Netherlands.

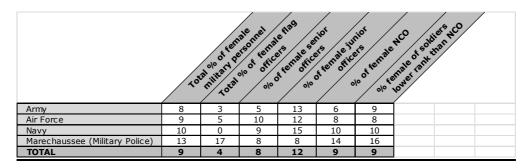
Organisation

The Dutch armed forces are a voluntary professional organization. Dutch servicewomen are integrated into the units and serve under the same rules and regulations as men. Requirements in terms of training standards, performance levels and discipline are equal. Servicemen and women have the same obligation to serve in the event of mobilization.

Table 1: percentages of women in rank groups and pay grades

	End of 2009	End 2010	End of 2011	End of 2012				
Military personnel								
up to rank of LTZ1/Major	9,5%	9,6%	9,6%	9,5%				
as of rank of LTZ1/Major	6,6%	6,8%	7,4%	7,6%				
as of rank of Colonel	2,4%	2,6%	3,7%	4,0%				
Civilian personnel								
up to pay grade 10	26,8%	26,6%	26,4%	26,4%				
as of pay grade 10	19,3%	19,2%	19,4%	19,8%				
as of pay grade 14	10,2%	10,5%	11,4%	12,8%				

Table 2: percentages of female personnel by end of December 2012 of total force by service:



At the end of this document tables with the deployment of female military are inserted.

Recruitment

The defence organization has vast recruiting requirements. In order to realize those requirements, a number of additional measures were necessary. An important measure in this regard was to ensure that job requirements are properly in line with the selection requirements. At present, the selection requirements are set for the ability to do the job. Bringing in line the job requirements with the selection requirements is expected to lead to there being more candidates found suitable for a job in the defence organization.

Entrance criteria to Military Academies, Colleges

Army/Airforce/Military Police

- Have the Netherlands citizenship
- At least 17 years old
- Height men 155 cm, women 150 cm
- Weight men 55 kilo, women 50 kilo
- Healthy body and mind
- Athletic, teamplayer, flexible,
- Finished pre university education or senior general secondary education
- Be prepared to be deployed

Naval Academy

- have the Netherlands citizenship
- at least 17 years old
- height: between 160 and 200 cm
- weight: at least 50 Maximum men: height -100+5 % of the total, women: height -100+10 % of the total
- medical and psychological demands
- Finished pre university education or senior general secondary education

• New deployment policy

Women with children under the age of 5 are not obliged to be deployed, unless there is an operational necessity (for males the age is set for children under the age of 1); financial compensation for the day nursery during deployment; women will be part of all selection and advisory committees.

• New recruitment initiatives

Women sailing and survival days; special female officers for recruitment; providing of information and recruitment on career events especially for women and events visited by influentials of young women.

• Retention programs

The retention of women is one of the main points if a more balanced proportion of male/female defence personnel is to be achieved. In order to make sure that women stay in the organization, a number of measures are developed.

Providing more female role models in visible and influential positions is for example a measure aimed at improving the retention of women. Examples of influential positions are those of instructor, senior staff NCO or head of a division. The underlying thought is that young women new to the organization will be able to identify with women in the senior NCOs' and officers' ranks.

With regard to military personnel, the Dutch armed forces have chosen to pursue an integrated career policy for men and women. However, the individual needs of female military personnel, especially with regard to their careers in the short and long term, are being brought into focus with a view to taking them into consideration, and thus trying to promote the careers of females and limit the outflow of women. In 2005 the first female general was appointed, and in 2007 the second and in 2012 the third.

New gender policy

Every year at least two female officers will start with the Higher Defence Career Development Course (HDV); placement and deployment will be more aligned when both partners work for the military; when possible females will be placed in pairs in military units; in 2009 a pilot has started to offer career development courses in part time. In 2010 the first 19 officers graduated at the part-time middle career development course. At this moment the part time course runs twice a year.

Areas forbidden for female soldiers

With the exception of the Marine Corps and the Submarine Service, all posts are available to women. These two Services have remained closed to women for reasons of combat effectiveness and practicality.

 The most popular programs or disciplines chosen by female applicants in military academies

Most military women serve in the medical or logistic units.

Training

Female military personnel are given the same physical training as their male counterparts. The Armed forces have additional physical training programmes for men and women who have difficulty in this area.

Training is related to functional requirements; therefore, women and men must meet the same physical standards. Several studies are being conducted to find a better solution to optimize training efforts in relation to functional requirements. One major step taken in this area is the introduction of new ergonomic designs of tasks and equipment to reduce physical requirements without diminishing operational readiness.

Deployments (i.e. peace building operations, peacekeeping operations etc.)

Female military personnel have the same opportunities to develop their career as male military personnel (except in the Marine Corps and the Submarine Service). Dutch servicewomen have participated in various mission areas all over the world in support of Peace Support Operations and other humanitarian operations. The operations mostly last 4 to 6 months. According to regulations, "the military personnel of the armed forces, both men and women, serve under the obligation to be fit for duty abroad. Deployment is not on a voluntary basis. Women with one or more children under the age of five are deployed abroad voluntary, unless operational reasons make it absolutely necessary."

When assessing the objective of deployments, the gender perspective is emphatically included in the considerations. This means that attention is paid to the effects of a Dutch deployment on women and men in the unit to be deployed, as well as on local women and men. Attention is also paid to involving women in the process of peace-promoting activities and reconstruction, and to ensuring that women and girls are protected from sexual violence and acts of war.

In order to properly harmonize policy and the practical situation, various working conferences have been organized, involving military personnel from the operational staffs of all armed forces units, in cooperation with the Ministry of Foreign Affairs. One of the aims of such conferences has been to give concrete form to Resolution 1325 in respect of the deployment to Iraq, by consciously employing female military personnel in, for example, house-to-house searches and roadblocks. In practice, this appeared to have an extremely favorable influence on relations with the local population.

During the reconnaissance mission for the Provincial Reconstruction Team (PRT) operation in Afghanistan, gender aspects were included as an item, and a specific briefing on gender was given during the formation and activation orders. The conclusions of the above findings must be disseminated within the organization. There is a need for a (standard) checklist that can be used during the reconnaissance mission and preparations for an operation.

In order to give further shape to this checklist, 'Genderforce' proposed to set up a pilot project in which a gender-expert looks at the issue of crisis management operations, by actually joining such an operation on a temporary basis. The gender expert came up with concrete advice indicating how the integration of gender aspects can improve the quality and effectiveness of an operation. By the end of 2007 the gender checklist was approved and is now in use.

Within the other Services, women serve in various positions within the Headquarters staffs, combat units and support units. However there are still a disproportionate number of women in certain branches, which might be considered traditionally "female", such as the medical services, military administration units, logistics and communications units. On the other hand there are hardly any women in branches, which might be considered traditionally "male", such as combat units, technical services and maintenance units.

Gender Advisor

In October 2009 NATO started with a post for (the first official) a Gender Advisor at ISAF Joint Command (IJC). The Dutch armed forces volunteered to fill this post and started to send their first gender advisor in October 2009. This gave The Netherlands a lot of field experience and knowledge on which we can build on. At this moment the Gender Advisor function in IJC has

been changed to a Gender Advisor function in RC North due to a national choice. In 2010 The Netherlands also deployed two officers to EUFOR mission ALTHEA in Bosnia Herzegovina who were assigned as Gender Focal Points. This completely different mission ads valuable field experience.

Career Development

• Education and awareness programs available

In 2007 we started with the developing of gender training packages which are implemented in the training courses for the military personnel at all levels. The main aim is to enhance expertise on gender aspects amongst military personnel. During the project, programs were drawn up in cooperation with the training centers of the several units of the Dutch armed forces. In addition to the program, the training environment was of great importance. Therefore, 380 trainers and instructors followed a train the trainer program.

Special Interest Items/Events

In 2011 the ministry of defence and the ministry of foreign affairs of the Netherlands and Spain realized a course called "The comprehensive approach to gender in operations".

The aim of this practical and scenario-based course is to improve operational effectiveness by equipping students with the necessary knowledge and skills to plan for and operationalize the three Ps (protection, participation and prevention).

At the end of the course, the students will have gained skills to effectively interact with local women and men, how to involve them actively in crisis management and reconstruction, how to prevent and protect the civilian population, in particular women, from conflict related sexual violence, and how to recognize and promote early warning.

This course was executed two times and will be presented twice a year in the future.

Conclusion

The Dutch defence organization stays actively involved in embedding the subject of gender in different – cultural and structural – ways, both inside and outside the defence organization. The commitment to gender with the top officials within the defence organization will stay and allows us to establish a structural and permanent embedding of gender policy. There is a willingness to propagate the benefits and necessity of gender policy and to direct management decisions towards it. These aspects and the arrangement of regular meetings make it possible to both broaden the support base and shape international cooperation on gender issues.

Table 3: deployment of female military on operations

S												
Ž			% of OF-	Number		Number		Number		Number		Number
2	Only Active duty Militairy	Total	6 and	of OF-6	% of OF-	of OF-3	% of OF-	OF-1 to	% of OR-	of OR-5	% of OR-	of OR-1
NATO OPERATIONS	Personnel	number	higher	and	3 to OF-5	to OF-5	1 to OF-2	OF-2	5 to OR-9	tot OR-9	1 to OR-4	to OR-4
			_	higher						tot on s		
	Army	17	0,0%	0	0,0%	0	52,9%	9	17,6%	3	29,4%	5
	Air force	5	0,0%	0	20,0%	1	0,0%	0	40,0%	2	40,0%	2
	Navy	1	0,0%	0	0,0%	0	100,0%	1	0,0%	0	0,0%	0
	Military Police	11	0,0%	0	0,0%	0	18,2%	2	81,8%	9	0,0%	0
	TOTAL	34	0,0%	0	2,9%	1	35,3%	12	41,2%	14	20,6%	7
				Number								
S	Only Active duty Militairy	Total	% of OF-	of OF-6	% of OF-	Number	% of OF-	Number	% of OR-	Number	% of OR-	Number
ō	Personnel	number	6 and	and	3 to OF-5	of OF-3	1 to OF-2	OF-1 to	5 to OR-9	of OR-5	1 to OR-4	of OR-1
E			higher	higher		to OF-5		OF-2		tot OR-9		to OR-4
EU OPERATIONS	Army	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0
	Air force	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0
	Navy	4	0,0%	0	25,0%	1	0,0%	0	50,0%	2	25,0%	1
	Military Police	2	0,0%	0	0,0%	0	0,0%	0	100,0%	2	0,0%	0
	TOTAL	6	0,0%	0	16,7%	1	0,0%	0	66,7%	4	16,7%	1
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				Number								
S	Only Active duty Militairy	Total	% of OF-	of OF-6	% of OF-	Number	% of OF-	Number	% of OR-	Number	% of OR-	Number
2	Personnel	number	6 and	and	3 to OF-5	of OF-3	1 to OF-2	OF-1 to	5 to OR-9	of OR-5	1 to OR-4	of OR-1
F			higher	higher		to OF-5		OF-2		tot OR-9		to OR-4
OPERATIONS	Army	1	0,0%	0	100,0%	1	0,0%	0	0,0%	0	0,0%	0
2	Air force	2	0,0%	0	50,0%	1	50,0%	1	0,0%	0	0,0%	0
0	Navy	1	0,0%	0	100,0%	1	0,0%	0	0,0%	0	0,0%	0
Z S	Military Police	4	0,0%	0	25,0%	1	0,0%	0	75,0%	3	0,0%	0
	TOTAL	8	0,0%	0	50,0%	4	12,5%	1	37,5%	3	0,0%	0
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	Only Active duty Militairy	Total	% of OF-	of OF-6	% of OF-	Number	% of OF-	Number	% of OR-	Number	% of OR-	Number
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NATO OPERATIONS	J2 - Intelligence	4	0,0%	0	0,0%	0	50,0%	2	25,0%	1	25,0%	1
Ę	J3 - Operations	4	0,0%	0	50,0%	2	25,0%	1	25,0%	1	0,0%	0
≥ 2	J4 - Logistics & Medical	16	0,0%	0	0,0%	0	43,8%	7	31,3%	5	25,0%	4
2	J5 - Policy &Crisis planning	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0
0	J6 - CIS	1	0,0%	0	0,0%	0	0,0%	0	0,0%	0	100,0%	1
2	J7 - Training	9	0,0%	0	0,0%	0	22,2%	2	77,8%	7	0,0%	0
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_	J8 - Finance & Human Recources	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0	0,0%	0
	J9 - Legal	0	0,0%	0	0.0%	0	0,0%	0	0,0%	0	0,0%	0
	Others	2	0,0%	0	0,0%	0	0,0%	0	50,0%	1	50,0%	1
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SISA	J1 - Personeel & Admin	1	0,0%	0	0,0%	0	0,0%	0	100,0%	1	0,0%	0
ONS ISA	J2 - Intelligence	4	0,0%	0	0,0%	0	50,0%	2	25,0%	1	25,0%	1
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NATO OPERATIONS ISA	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy & Crisis planning J6 - CtS J7 - Training J8 - Finance & Human Recources	4 3 12 0 1 9	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 22,2% 0,0%	2 1 7 0 0 2	25,0% 33,3% 8,3% 0,0% 0,0% 77,8%	1 1 1 0 0 7	25,0% 0,0% 33,3% 0,0% 100,0% 0,0%	1 0 4 0 1 0
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	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CIS J7 - Training J8 - Finance & Human Recources J9 - Legal Others	4 3 12 0 1 9 0	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 22,2% 0,0% 0,0%	2 1 7 0 0 2 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 0,0% 50,0%	1 1 1 0 0 7 0 0	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 0,0% 50,0%	1 0 4 0 1 0 0 0
	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CIS J7 - Training J8 - Finance & Human Recources J9 - Legal	4 3 12 0 1 9 0	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 22,2% 0,0%	2 1 7 0 0 2 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0%	1 1 1 0 0 7 0	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0%	1 0 4 0 1 0 0
	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CIS J7 - Training J8 - Finance & Human Recources J9 - Legal Others	4 3 12 0 1 9 0	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 22,2% 0,0% 0,0%	2 1 7 0 0 2 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 0,0% 50,0%	1 1 1 0 0 7 0 0	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 0,0% 50,0%	1 0 4 0 1 0 0 0
	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total	4 3 12 0 1 9 0 0 0 2 32	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 22,2% 0,0% 0,0% 0,0% 37,5%	2 1 7 0 0 2 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 0,0% 50,0%	1 1 1 0 0 7 0 0	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 50,0% 21,9%	1 0 4 0 1 0 0 0
NATO	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy & Crisis planning J6 - CIS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total Only Active duty Militairy	4 3 12 0 1 9 0 2 32	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0 0 0 0 1	50,0% 33,3% 58,3% 0,0% 0,0% 22,2% 0,0% 0,0% 37,5%	2 1 7 0 0 2 0 0 0 12 Number OF-1 to	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5%	1 1 1 0 0 7 0 0 1 1 12	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 50,0% 21,9%	1 0 4 0 1 0 0 0 1 7
NATO	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total	4 3 12 0 1 9 0 0 0 2 32	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 22,2% 0,0% 0,0% 0,0% 37,5%	2 1 7 0 0 2 0 0 0 12 Number	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 0,0% 50,0%	1 1 1 0 0 7 0 0 1 1 12	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 50,0% 21,9%	1 0 4 0 1 0 0 0 0 1 7
NATO	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy & Crisis planning J6 - CtS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total Only Active duty Militairy Personnel	4 3 12 0 1 9 0 0 2 32 Total number	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 22,2% 0,0% 0,0% 37,5%	2 1 7 0 0 2 0 0 0 12 Number OF-1 to OF-2	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5%	1 1 1 0 0 7 0 0 1 1 12 Number of OR-5 tot OR-9	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 50,0% 21,9% % of OR-1 1 to OR-4	1 0 4 0 1 0 0 0 0 1 7 Number of OR-1 to OR-4
NATO	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy & Crisis planning J6 - CIS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total Only Active duty Militairy Personnel J1 - Personeel & Admin	4 3 12 0 1 1 9 0 0 2 32 Total number	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0 0 0 0 1 1 Number of OF-3 to OF-5	50,0% 33,3% 58,3% 0,0% 0,0% 0,0% 0,0% 37,5% % of OF-1 to OF-2	2 1 7 0 0 2 0 0 0 12 Number OF-1 to OF-2	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5% % of OR-5 to OR-9 0,0%	1 1 1 0 0 0 7 0 1 1 12 Number of OR-5 tot OR-9	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 50,0% 21,9% % of OR-1 1 to OR-4	1 0 4 0 1 0 0 0 0 1 7 Number of OR-1 to OR-4
NATO	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total Only Active duty Militairy Personnel J1 - Personeel & Admin J2 - Intelligence	4 3 12 0 1 9 0 2 32 Total number	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0 0 0 0 0 0 1 1 Number of OF-3 to OF-5	50,0% 33,3% 58,3% 0,0% 0,0% 0,0% 22,2% 0,0% 0,0% 37,5% % of OF-1 to OF-2 0,0% 0,0%	2 1 7 0 0 2 0 0 0 12 Number 0F-1 to 0F-2	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5% % of OR-5 to OR-9 0,0% 0,0%	1 1 1 0 0 7 0 1 1 12 Number of OR-5 tot OR-9	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 50,0% 21,9% w of OR-1 to OR-4 0,0% 0,0%	1 0 4 0 1 0 0 0 1 7 Number of OR-1 to OR-4
NATO	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy & Crisis planning J6 - CtS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total Only Active duty Militairy Personnel J1 - Personeel & Admin J2 - Intelligence J3 - Operations	4 3 12 0 1 9 0 0 2 32 Total number	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0 0 0 0 1 1 Number of OF-3 to OF-5	50,0% 33,3% 58,3% 0,0% 0,0% 22,2% 0,0% 0,0% 37,5% % of OF- 1 to OF-2 0,0% 0,0% 0,0%	2 1 7 0 0 0 0 0 12 Number OF-1 to OF-2 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5% % of OR- 5 to OR- 0,0% 0,0% 0,0% 0,0%	1 1 1 1 0 0 0 7 0 1 12 Number of OR-5 tot OR-9	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 50,0% 21,9% % of OR-1 to OR-4 0,0% 0,0% 0,0%	1 0 4 0 1 0 0 0 0 1 7 Number of OR-1 to OR-4
SATIONS KFOR NATO	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total Only Active duty Militairy Personnel J1 - Personeel & Admin J2 - Intelligence	4 3 12 0 1 9 0 2 32 Total number	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0 0 0 0 0 0 1 1 Number of OF-3 to OF-5	50,0% 33,3% 58,3% 0,0% 0,0% 0,0% 22,2% 0,0% 0,0% 37,5% % of OF-1 to OF-2 0,0% 0,0%	2 1 7 0 0 2 0 0 0 12 Number 0F-1 to 0F-2	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5% % of OR-5 to OR-9 0,0% 0,0%	1 1 1 0 0 7 0 1 1 12 Number of OR-5 tot OR-9	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 50,0% 21,9% w of OR-1 to OR-4 0,0% 0,0%	1 0 4 0 1 0 0 0 1 7 Number of OR-1 to OR-4
ERATIONS KFOR NATO	32 - Intelligence 33 - Operations 34 - Logistics & Medical 35 - Policy &Crisis planning 36 - CTS 37 - Training 38 - Finance & Human Recources 39 - Legal Others Total Only Active duty Militairy Personnel 31 - Personeel & Admin 32 - Intelligence 33 - Operations 34 - Logistics & Medical	4 3 12 0 1 1 9 0 0 2 32 32 Total number 0 0 0 2 3 0 0 0 0 2 0 0 0 0 0 0 0 0 0 0	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 0,0% 0,0% 0,0% 37,5% % of OF-1 to OF-2 0,0% 0,0% 0,0% 0,0%	2 1 7 0 0 0 0 12 Number 0F-1 to 0F-2 0 0	25,0% 33,3% 8,3% 0,0% 0,0% 0,0% 0,0% 50,0% 50,0% 37,5% % of OR-5 to OR-9 0,0% 0,0% 0,0%	1 1 1 0 0 7 0 1 12 Number of OR-5 tot OR-9	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 0,0% 50,0% 21,9% 0 of OR-1 to OR-4 0,0% 0,0% 0,0%	1 0 4 0 1 0 0 0 1 7 Number of OR-1 to OR-4
ERATIONS KFOR NATO	32 - Intelligence 33 - Operations 34 - Logistics & Medical 35 - Policy &Crisis planning 36 - CIS 37 - Training 38 - Finance & Human Recources 39 - Legal Others Total Only Active duty Militairy Personnel 31 - Personeel & Admin 32 - Intelligence 33 - Operations 34 - Logistics & Medical 35 - Policy &Crisis planning 36 - CIS	4 3 12 0 1 9 0 0 2 32 Total number 0 0 0 1 1 9 0 0 1 0 0 2 0 0 1 0 0 0 0 0 0 0 0 0 0 0	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 1 1 0 0 0 0 0 0 0 1 1 Number of OF-3 to OF-5	50,0% 33,3% 58,3% 0,0% 0,0% 22,2% 0,0% 0,0% 37,5% % of OF-1 to OF-2 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	2 1 7 0 0 0 0 0 12 Number 0F-1 to 0F-2 0 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5% % of OR-5 to OR-9 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	1 1 1 0 0 0 7 0 0 1 12 Number of OR-5 tot OR-9 0 0	25,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 0,0% 21,9% % of OR-1 to OR-4 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	1 0 4 0 0 0 0 0 1 7 Number of OR-1 to OR-4 0 0
ERATIONS KFOR NATO	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total Only Active duty Militairy Personnel J1 - Personeel & Admin J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training	4 3 12 0 1 1 9 0 2 32 Total number 0 0 1 1 2 0 2 3 2 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 1 1 0 0 0 0 0 0 1 1 Number of OF-3 to OF-5 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 0,0% 0,0% 0,0% 37,5% % of OF-1 to OF-2 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	2 1 7 0 0 0 0 12 0 12 Number 0F-1 to 0F-2 0 0 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5% % of OR- 5 to OR- 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	1 1 1 0 0 7 0 0 1 12 Number of OR-5 tot OR-9 0 0 0 0	25,0% 0,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 21,9% % of OR- 1 to OR-4 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	1 0 4 0 1 0 0 0 1 7 7 Number of OR-1 to OR-4 0 0 0 0
ERATIONS KFOR NATO	32 - Intelligence 33 - Operations 34 - Logistics & Medical 35 - Policy &Crisis planning 36 - CIS 37 - Training 38 - Finance & Human Recources 39 - Legal Others Total Only Active duty Militairy Personnel 31 - Personeel & Admin 32 - Intelligence 33 - Operations 34 - Logistics & Medical 35 - Policy &Crisis planning 36 - CIS	4 3 12 0 1 1 9 0 0 0 2 2 32 Total number 0 0 1 1 9 0 0 0 1 1 9 0 0 0 0 0 0 0 0 0	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 1 0 0 0 0 0 0 1 1 Number of OF-3 to OF-5	50,0% 33,3% 58,3% 0,0% 0,0% 0,0% 0,0% 0,0% 37,5% 9% of OF-1 to OF-2 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	2 1 7 0 0 0 0 12 0 0 12 Number 0F-1 to 0F-2 0 0 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5% % of OR-5 to OR-9 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	1 1 1 0 0 7 0 0 1 12 Number of OR-9 0 0 0 2	25,0% 0,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 21,9% % of OR-1 to OR-4 1 to OR-4 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	1 0 4 0 1 0 0 0 7 7 Number of OR-1 to OR-2 0 0 0
SATIONS KFOR NATO	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total Only Active duty Militairy Personnel J1 - Personeel & Admin J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training	4 3 12 0 1 1 9 0 2 32 Total number 0 0 1 1 2 0 2 3 2 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 1 1 0 0 0 0 0 0 1 1 Number of OF-3 to OF-5 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 0,0% 0,0% 0,0% 37,5% % of OF-1 to OF-2 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	2 1 7 0 0 0 0 12 0 12 Number 0F-1 to 0F-2 0 0 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5% % of OR- 5 to OR- 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	1 1 1 0 0 7 0 0 1 12 Number of OR-5 tot OR-9 0 0 0 0	25,0% 0,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 21,9% % of OR- 1 to OR-4 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	1 0 4 0 1 0 0 0 1 7 7 7 Number of OR-1 to OR-2 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0
ERATIONS KFOR NATO	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total Only Active duty Militairy Personnel J1 - Personeel & Admin J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training J8 - Finance & Human Recources	4 3 3 112 0 0 1 1 9 0 0 0 0 1 1 2 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 0,0% 0,0% 0,0% 37,5% 9% of OF-1 to OF-2 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	2 1 7 0 0 0 0 12 Number OF-1 to OF-2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5% % of OR-5 to OR-9 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	1 1 1 0 0 7 0 1 11 12 Number of OR-5 tot OR-9 0 0 0 0 0 0 0	25,0% 0,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 21,9% % of OR-1 to OR-4 1 to OR-4 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	1 0 4 0 1 1 0 0 0 0 1 1 7 7 Number of OR-1 to OR-4 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
ERATIONS KFOR NATO	J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training J8 - Finance & Human Recources J9 - Legal Others Total Only Active duty Militairy Personnel J1 - Personeel & Admin J2 - Intelligence J3 - Operations J4 - Logistics & Medical J5 - Policy &Crisis planning J6 - CTS J7 - Training J8 - Finance & Human Recources J9 - Legal	4 3 3 12 0 0 1 1 9 0 0 0 1 1 2 2 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 1 1 0 0 0 0 0 0 1 1 Number of OF-3 to OF-5 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 0,0% 0,0% 0,0% 37,5% % of OF- 1 to OF-2 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	2 1 7 0 0 0 0 12 Number 0F-1 to 0F-2 0 0 0 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5% % of OR-5 to OR-9 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	1 1 1 0 0 7 0 0 1 1 12 Number of OR-5 tot OR-9 0 0 0 0 0 0 0 1 1 0 0 0 0 0 0 0 0 0 0	25,0% 0,0% 0,0% 0,0% 100,0% 0,0% 0,0% 21,9% 21,9% 4 of OR-1 to OR-4 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	1 0 4 0 0 0 0 1 7 Number of OR-1 to OR-4 0 0 0 0 0 0 0 1 1 0 0 0 0 0 0 0 0 0 0
ERATIONS KFOR NATO	32 - Intelligence 33 - Operations 34 - Logistics & Medical 35 - Policy &Crisis planning 36 - CIS 37 - Training 38 - Finance & Human Recources 39 - Legal Others Total Only Active duty Militairy Personnel 31 - Personeel & Admin 32 - Intelligence 33 - Operations 34 - Logistics & Medical 35 - Policy &Crisis planning 36 - CIS 37 - Training 38 - Finance & Human Recources 39 - Legal Others	4 3 3 12 0 1 9 0 2 32 Total number 0 0 1 2 0 0 0 0 0 0 0	0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0,0% 33,3% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0%	0 0 0 1 1 0 0 0 0 0 0 1 1 Number of 0F-3 to 0F-5 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	50,0% 33,3% 58,3% 0,0% 0,0% 0,0% 0,0% 0,0% 11 to 0F-2 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	2 1 7 0 0 0 0 12 Number 0F-1 to 0F-2 0 0 0 0 0	25,0% 33,3% 8,3% 0,0% 0,0% 77,8% 0,0% 50,0% 37,5% % of OR- 5 to OR- 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	1 1 0 0 7 0 1 12 Number of OR-5 tot OR-9 0 0 0 0 0	25,0% 0,0% 0,0% 33,3% 0,0% 100,0% 0,0% 0,0% 21,9% % of OR- 1 to OR-4 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0% 0,0	1 0 4 0 1 1 0 0 0 1 1 7 7 1 1 1 1 1 1 1 1 1 1
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