

NATO/EAPC ACTION PLAN FOR THE IMPLEMENTATION OF THE NATO/EAPC POLICY ON WOMEN, PEACE AND SECURITY

This NATO/EAPC¹ Action Plan is to support the implementation of the revised NATO/EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security and Related Resolutions. The time period to be covered by this Action Plan is two years thereby the revision date will be June 2016.

Outcome	Actions	Implementing entity	Indicators
<p>Overarching Aim</p> <p>1. Reduced barriers for the active and meaningful participation of women in NATO's, Allies' and partners' defence and security institutions, and within NATO-led operations, missions and crisis management.</p>	<p>All actions defined in this document are to support this outcome.</p>	<p>NATO International Staff NATO Military Authorities Relevant national authorities</p>	
<p>2. Women, Peace and Security priorities and a gender perspective are integrated in policies, activities and efforts undertaken by NATO, Allies and partners to prevent and resolve conflicts.</p>	<p>2.1. Arrange events and workshops that allow for deeper elaboration and understanding of Women, Peace and Security priorities and the gender perspective in various policy contexts.</p> <p>2.2. Integrate a gender perspective into policies, activities and efforts, such as:</p> <ul style="list-style-type: none"> -Arms Control Efforts, Small Arms & Mine Action -Building Integrity -Children and Armed Conflict -Counter Terrorism -Human Trafficking 	<p>NATO International Staff NATO Military Authorities</p>	<p>2.1.1. Number and scope of policy documents and activities demonstrating how the Women, Peace and Security priorities and a gender perspective form an integral part of our everyday business.</p>

¹ Afghanistan, Armenia, Australia, Austria, Azerbaijan, Belarus, Bosnia and Herzegovina, Finland, Georgia, Ireland, Japan, Jordan, Kazakhstan, Kyrgyz Republic, Malta, The Republic of Moldova, Montenegro, New Zealand, Serbia, Sweden, Switzerland, Tajikistan, Turkmenistan, Ukraine, United Arab Emirates, Uzbekistan, the former Yugoslav Republic of Macedonia*.

* Turkey recognises the Republic of Macedonia with its constitutional name.

² See definition in Bi-Strategic Command Directive 40-1: *Integration of gender perspective is a way of assessing gender-based differences of women and men reflected in their social roles and interactions, in the distribution of power and the access to resources. In ACO and ACT activities it is used synonymously with implementing the requests of UNSCR 1325, related Resolutions, as well as directives emanating from NATO. The aim of which is to take into consideration the particular situation and needs for men and women, as well as how the activities of NATO have different effects on them. More fundamentally, implementing a gender perspective is done by adapting action following a "gender analysis".*

Outcome	Actions	Implementing entity	Indicators
<p>Cooperative Security</p> <p>3. Strengthened overall implementation of UNSCR 1325 and related Resolutions through enhanced cooperation between NATO, Allies and partners.</p>	<p>-Protection of Civilians</p> <p>3.1. Include Women, Peace and Security priorities on the agenda of relevant meetings and events, including the Wales NATO Summit.</p> <p>3.2. Include Women, Peace and Security priorities in declarations and statements.</p> <p>3.3. Include objectives on Women, Peace and Security priorities in cooperative programmes (Individual Partnership Cooperation Programme, Individual Partnership Action Plan, Partnership for Peace Planning and Review Process, Annual National Programmes).</p> <p>3.4. Include objectives on Women, Peace and Security priorities in the Partnership Cooperation Menu (PCM)</p> <p>3.5. Initiate projects under the Science for Peace and Security Programme supporting inter alia research, workshops and projects on Women, Peace and Security.</p> <p>3.6. Facilitate the establishment of Trust Funds supporting capacity building and implementation of UNSCR 1325 and related Resolutions.</p> <p>3.7. Arrange events facilitating exchanges of information and best</p>	<p>NATO International Staff</p> <p>NATO Military Authorities</p> <p>Relevant national authorities</p>	<p>3.1.1. Number of events, declarations etc. addressing Women, Peace and Security priorities.</p> <p>3.1.2. Concretization of high-level commitments made and listed objectives.</p> <p>3.1.3. Number and scope of cooperative frameworks, SPS projects, Trust Funds and other relevant initiatives focussed on, or including elements on, Women, Peace and Security.</p> <p>3.1.4. Level, scope and number of information sharing and best practices exchanges.</p>

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<p>4. Greater synergy and more effective implementation of UNSCR 1325 and related Resolutions through cooperation with and between international organisations.³</p>	<p>practices with a focus on gender training for all and on the recruitment and retention of women to close the gender gap.</p> <p>4.1. Conduct targeted and coordinated efforts in the framework of and/or through, inter alia:</p> <ul style="list-style-type: none"> - staff-to-staff talks; - exchanges of information, lessons learned and best practices; - joint strategies and initiatives; - training activities for participants from across the relevant organisations; - harmonized terminology; - local coordinating mechanisms in areas where international organizations are present and where NATO, Allies and partners are carrying out activities. 	<p>NATO International Staff NATO Military Authorities</p>	<p>4.1.1. Number and scope of various types of activities.</p> <p>4.1.2. Number and role of local coordinating mechanisms between NATO and international organizations.</p>
<p>5. Strengthened and systematic dialogue with women's rights groups and civil society on topics relating to Women, Peace and Security.</p>	<p>5.1. Arrange consultative meetings between NATO civilian and military structures and relevant NGOs and other members of civil society.</p> <p>5.2. Explore the possibility of establishing a civil society advisory panel to NATO and identify a possible terms of reference for such a panel</p> <p>5.3. Establish local consultative mechanisms with women's rights</p>	<p>NATO International Staff NATO Military Authorities</p>	<p>5.1.1. Number, level and scope of meetings with women's rights groups and civil society actors on Women, Peace and Security issues.</p> <p>5.1.2. Specific outreach and Key Leader Engagement (KLE) plans that focus on identifying and involving women as actors, both in policy and operational matters.</p>

³ In accordance with the Comprehensive Approach Action Plan (C-M(2008)0029-COR1; PO(2010)0143-FINAL, 12 November 2010; PO(2011)0045) as well as the relevant decisions, including those taken at the Lisbon Summit.

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	groups, key leaders and other representatives from civil society, as appropriate, in areas where NATO and its partners are carrying out activities		
<p><i>Crisis Management and NATO-led Operations and Missions</i></p> <p>6. Increased operational effectiveness through a gender perspective included in conflict analysis, planning, execution, assessment and evaluation of any NATO-led operations and missions.</p>	<p>6.1. Integrate a gender perspective in relevant intelligence, planning (planning directives, doctrines, guidelines etc) and assessment tools through all phases of military operations and missions, adapted to the specific operational context.</p> <p>6.2. Deploy trained and full-time Gender Advisors to operations and missions at strategic, operational and tactical level. Ensure Gender Advisors are positioned in the Command Groups with clearly defined roles and responsibilities set out in Terms of Reference.</p> <p>6.3. Put in place a structure of Gender Focal Points to support the efforts of the Gender Advisors.</p> <p>6.4. Integrate UNSCR 1325 and related Resolutions into civil emergency planning, crisis management activities and exercises.</p> <p>6.5. Promote the role women can play in conflict prevention, management and resolution together with the full, equal and effective participation at all stages and levels of NATO-led</p>	<p>NATO International Staff</p> <p>NATO Military Authorities</p>	<p>6.1.1. The extent to which a gender perspective and UNSCR 1325 and related Resolutions are incorporated in political and military guidance, operational directives, concepts of operations and operational plans.</p> <p>6.1.2. Number and level of Gender Advisors in NATO military structures and NATO-led operations and missions.</p> <p>6.1.3. Number of Gender Focal Points in operational theatres.</p> <p>6.1.4. Number of activities, planning documents and exercises that include gender perspective and an analysis of their overall impact.</p> <p>6.1.5. Level and scope of activities to raise awareness on UNSCR 1325 and related Resolutions with local security forces.</p> <p>6.1.6. Number of evaluations of gender-related activities in operations, including the contributions of such activities to operational outcomes.</p>

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<p>7. Reduced risk for conflict-related sexual and gender based violence and improved responsive measures that have taken into consideration women and girls' protection needs.</p>	<p>operations and missions.</p> <p>6.6. In accordance with political guidance for the specific NATO-led operation or mission, actively engage with local security forces to raise awareness on UNSCR 1325 and related Resolutions to mainstream gender and improve the gender balance in local security forces.</p>		
	<p>7.1. Ensure that mandates and plans for any future NATO-led operation and mission, as relevant, provide direction on how to respond to conflict-related sexual and gender based violence, and direct creation of systematic and robust monitoring and reporting mechanisms in order to follow trends.</p> <p>7.2. Develop military guidelines on prevention and response to conflict-related sexual and gender based violence and integrate these aspects into the operational planning processes, as appropriate.</p> <p>7.3. Ensure that appropriate Codes of Conduct and mechanisms to ensure implementation of these are in place. In case of violations of these, ensure that allegations and incidents are investigated and appropriate disciplinary or legal proceedings are undertaken.</p> <p>7.4. Develop the analytical tools necessary to understand the level of risk of sexual and gender-based violence, including development of</p>	<p>NATO International Staff</p> <p>NATO Military Authorities</p> <p>Relevant national authorities</p>	<p>7.1.1. Development and usage of mechanisms for data collection, monitoring trends and reporting on conflict-related sexual and gender based violence.</p> <p>7.1.2. Approved military guidelines on prevention and response to conflict-related sexual and gender based violence and their integration into operational planning processes.</p> <p>7.1.3. Number and scope of Code of Conducts in place and mechanisms to ensure implementation.</p>

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<p>8. Improved gender balance within troops and officers deployed in NATO-led operations and missions.</p>	<p>early warning indicators.</p> <p>7.5 Develop appropriate measures that take the protection needs of the civilian population into account, in particular the needs of women and girls.</p> <p>8.1. Strive for a better gender balance when requesting troop contributions.</p> <p>8.2. Nations to deploy women at all levels in NATO-led operations and missions.</p>	<p>NATO Military Authorities</p> <p>Relevant national authorities</p>	<p>8.1.1. Sex disaggregated data of troops deployed in NATO-led operations and missions, including numbers, ranks and insight in combat/non-combat roles percentages.</p>
<p><i>National Contributions</i></p> <p>9. UNSCR 1325 and related Resolutions form an integral part of nations' defence and security policy and activities.</p>	<p>9.1. Nations to provide trained troops and experts on gender and UNSCR 1325 and related Resolutions to NATO-led operations and missions.</p> <p>9.2. Nations to include gender advisory capacity as part of recognised military capability.</p> <p>9.3. Nations to promote women's equal participation in national armed forces.</p> <p>9.4. Nations, in consultation with civil society, to develop, resource, and implement National Action Plans and other strategic initiatives</p>	<p>Relevant national authorities</p>	<p>9.1.1. Percentage of national troops that have undergone national training on gender and UNSCR 13525.</p> <p>9.1.2. Number of assessments of the quality of national training.</p> <p>9.1.3. Sex disaggregated data on the composition of national armed forces, including per operation or mission and where possible ranks.</p> <p>9.1.4. Number of National Action Plans developed amongst Allies and partner nations.</p>
<p><i>Cross-Cutting Enablers – Human Resource Policies</i></p>	<p>10.1. Ensure that appropriate recruitment and Human Resource policies and strategies are in place. (Ref. Action 7.3).</p>	<p>NATO International Staff</p> <p>NATO Military Authorities</p> <p>Relevant national authorities</p>	<p>10.1.1. Number and scope of Human Resource policies and strategies in place.</p>
<p>10. Improved gender balance at all levels of NATO's, Allies' and partners' defence and security institutions.</p>	<p>10.1. Ensure that appropriate recruitment and Human Resource policies and strategies are in place. (Ref. Action 7.3).</p>	<p>NATO International Staff</p> <p>NATO Military Authorities</p> <p>Relevant national authorities</p>	<p>10.1.1. Number and scope of Human Resource policies and strategies in place.</p>

Outcome	Actions	Implementing entity	Indicators
<p>11. Demonstrated leadership within military and civilian structures in order to advance the Women, Peace and Security agenda.</p>	<p>11.1. Ensure that performance review systems, including appropriate training, address managers' ability to integrate Women, Peace and Security priorities in their portfolios, including their ability to promote improved gender balance and a respectful and safe working environment. (Ref. Action 7.3.)</p> <p>11.2 Establish informal networks of key leaders that can instigate changes in institutional mindsets and behaviours.</p>	<p>NATO International Staff</p> <p>NATO Military Authorities</p>	<p>11.1.1. Performance review systems include individual training objectives and organizational performance objectives related to Women, Peace and Security policies.</p>
<p><i>Cross-Cutting Enablers – Education, Training and Exercises</i></p> <p>12. Improved understanding of the civilian and military staff of the Peace and Security agenda, thereby improving their ability to act accordingly.</p>	<p>12.1. Integrate UNSCR 1325 and related Resolutions, into curricula of training and education activities at all levels. Such integrated gender training should also include modules on analytical methods and approaches for understanding the level of risks for conflict-related sexual and gender-based violence, as well as modules on how to counter such behaviour, including measures that take the protection needs of the civilian population into account, in particular the needs of women and girls.</p> <p>12.2. Ensure the inclusion of UNSCR 1325 and related Resolutions, in NATO-led exercises, including scenarios on conflict-related sexual and gender-based violence and protection of women and girls.</p> <p>12.3. Involve, as appropriate, local civil</p>	<p>NATO International Staff</p> <p>NATO Military Authorities</p> <p>Relevant national authorities</p>	<p>12.1.1. Number of training modules, curricula and other inputs to education programmes that include UNSCR 1325 and related Resolutions and/or elements on countering conflict-related sexual and gender based violence. Participation rates of such programmes.</p> <p>12.1.2. The extent to which the Women, Peace and Security agenda, including the countering of conflict-related sexual and gender based violence, is included in exercises.</p> <p>12.1.3. Number of exercises that include Gender Advisers.</p> <p>12.1.4. Number of assessments of the impact of training, education and exercises.</p>

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<i>Cross-Cutting Enablers – Public Diplomacy</i>	society in training efforts.		
<p>13. NATO, Allies and partners have increased the visibility of the Women, Peace and Security agenda and of the efforts undertaken on the implementation of UNSCR 1325 and related Resolutions.</p>	<p>13.1. Ensure that Women, Peace and Security priorities are systematically integrated in public diplomacy efforts.</p> <p>13.2. Targeted public diplomacy and media events aimed at promoting NATO's efforts and progress in meeting commitments set out in UNSCR 1325 and related Resolutions.</p> <p>13.3. Ensure that through press and media the broader public audience is regularly informed of NATO's efforts regarding the implementation of UNSCR 1325 and related Resolutions, using the full range of communication tools at the disposal of the Alliance.</p>	<p>NATO International Staff</p> <p>NATO Military Authorities</p> <p>Relevant national authorities</p>	<p>13.1.1. Number and scope of public diplomacy efforts including website and NATO TV Channel stories.</p>
<p><i>Implementation – Monitoring and Reporting</i></p> <p>14. Effective monitoring and reporting mechanisms on NATO's implementation efforts of the Policy and Action Plan on Women, Peace and Security.</p>	<p>14.1. Develop, within military and civilian structures, appropriately resourced implementation plans, as necessary, as practical tools supporting the implementation of the NATO Policy and Action Plan on Women, Peace and Security.</p> <p>14.2. Strengthen the coherence and coordination of NATO efforts through the internal Women, Peace and</p>	<p>NATO International Staff</p> <p>NATO Military Authorities</p>	<p>14.1.1. Number and scope of implementation plans.</p> <p>14.1.2. Number and level of trained Gender Focal Points within NATO structures.</p> <p>14.1.3. Number and quality of reporting from operational theatres.</p> <p>14.1.4. Number of qualitative</p>

Outcome	Actions	Implementing entity	Indicators
	<p>Security Task Force.</p> <p>14.3. Appoint and train Gender Focal Points within NATO structures.</p> <p>14.4. Ensure adequate, accurate and systematic reporting from NATO's operations and missions to NATO Headquarters through the military chain of command.</p> <p>14.5. Nations associated with the Policy to be briefed on progress made every six months or at the request of nations.</p> <p>14.6. The Secretary General to provide a public annual report on the implementation of the Policy on Women, Peace and Security.</p> <p>14.7. Carry out a biennial independent assessment on the implementation of this Action Plan.</p> <p>14.8. Facilitate exchanges of best practices at the national level with a particular view on streamlining the potential use of indicators.</p>		<p>assessments and evaluations.</p>

