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

This NATO/EAPC[1] Action Plan is an update of the 2014 Action Plan to support the NATO/EAPC Policy for the Implementation of UNSCR 1325 on Women, Peace and Security and Related Resolutions. The period to be covered is two years; from June 2016 - June 2018.

OVERARCHING AIM OF THE NATO/EAPC POLICY ON WOMEN, PEACE AND SECURITY

"NATO's fundamental and enduring purpose is to safeguard the freedom and security of all its members by political and military means. In accordance with NATO's Strategic Concept, this will be done through its three essential core tasks of collective defence, crisis management and cooperative security. Within the context of NATO's wider policy objectives and core tasks, NATO will continue to integrate a gender perspective into its work and contribute to the implementation of UNSCR 1325 and related Resolutions.

NATO and its partners aim to contribute to the full implementation of the UN Security Council Resolutions on Women, Peace and Security by making this Policy an integral part of their everyday business in both civilian and military structures.

NATO and its partners aim to ensure that a gender perspective is mainstreamed into policies, activities and efforts to prevent and resolve conflicts. Due regard will be given to the social roles of both men and women and how these may lead to different risks and security needs. Attention will also be paid to how these roles may translate into different contributions to conflict prevention and resolution. NATO and its partners aim to yield a change in mind sets and behaviours in their institutions and promote awareness and positive changes".

The two **Strategic Outcomes** aimed for in this Action Plan follow two main tracks; one for the participation of women and the other of integration and institutionalization of gender perspectives. All actions are to support these Strategic Outcomes.

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.

2.   Women, Peace and Security priorities[2] and a gender perspective are **integrated in policies**, activities and efforts under-taken by NATO, Allies and partners to prevent and resolve conflicts.

Cross cutting enablers are tools to achieve the desired outcomes across the core tasks.

Institutional Policies and Structures

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[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 recognizes the Republic of Macedonia with its constitutional name.
[2] WPS priorities (in this document) refers to NATO's priorities in implementing the United Nations Security Council Resolution (UNSCR) 1325 and all subsequent related resolutions.

	Outcome	Actions	Indicators	Implementing entity
Cross cutting enablers	1. Institutional Adaptation framework includes Women, Peace and Security agenda.	1.1. Integrate WPS as a further institutional adaptation priority task with related timelines and milestones.	1.1.1. WPS priorities included in work plan.	NATO International Staff NATO Military Authorities
	2. Demonstrated leadership within military and civilian structures to advance the Women, Peace and Security agenda.	2.1. Encourage Allies to submit qualified female candidates for senior decision-making positions.	2.1.1. Increased number of female candidates compete for NATO's senior decision-making positions.	NATO International Staff NATO Military Authorities
		2.2. Ensure that performance review systems assess managers' ability and activities to integrate WPS policies in their portfolios, including their ability to promote an improved gender balance and a respectful and safe working environment (Ref. 17.3).	2.2.1. Performance review systems include individual training objectives and organizational performance objectives for managers related to WPS policies.	
		2.3. Provide gender advice/coaching to staff in senior leadership positions to support the tailored integration of a gender perspective into their specific areas of work.	2.3.1. % staff in senior leadership positions who have participated in gender coaching.	
	3. Actionable Implementation Plans on Women, Peace and Security by Divisions and Independent Offices on NATO International Staff.	3.1. Develop, within military and civilian structures, appropriate implementation plans, as practical tools supporting the achievement of the aims and outcomes of the NATO Policy and Action Plan on WPS.	3.1.1. Number and scope of implementation plans	NATO International Staff NATO Military Authorities
		3.2. Strengthen the internal WPS Task Force resulting in improved coherence and coordination of NATO efforts.	3.2.1. WPS TF Terms of reference (including Gender Focal Points) formalised. 3.2.2. High level meetings twice a year to focus on strategic issues.	
		3.3. Increase awareness of gender perspectives and initiatives through regular presentations at staff meetings or other events.	3.3.1. Inclusion of WPS topics and information in regularly scheduled staff meetings. 3.3.2. Inclusion of WPS topics in special events, working groups, or committee meetings as appropriate also specifying the role of the leadership level.	

4. The Women, Peace and Security office has the people and resources to support and advise gender mainstreaming efforts conducted by NATO Allies and partners.	4.1. Ensure that Gender Advisor positions are filled (both Peace and Crisis Establishment) and ensure they have training, resources and access to their commander to fully perform their duties.	4.1.1. Positions identified and filled. 4.1.2. Evaluation of Gender Advisor functions, including training, resources and access to their commander.	Relevant National authorities NATO International Staff NATO Military Authorities
	4.2. Continue advertising to Nations for Voluntary National Contributions and funding for the WPS Financial Mechanism.	4.2.1. Requests issued in NATO budget cycle.	
	4.3. Seek more permanent staffing structure through the NATO budget cycle.	4.3.1. Permanent post(s) in WPS office in place.	
	4.4. Ensure recommendations of the NATO Committee on Gender Perspectives (NCGP) are considered by the Military Committee (MC) and continue to request updates on the implementation of the NCGP recommendations through national reports.	4.4.1. Updates on the implementation of the NCGP Recommendations to the MC are available in the annual reports to the NCGP submitted by Nations.	

Human Resource Policies				
Cross Cutting Enablers	**Outcome**	**Actions**	**Indicators**	**Implementing entity**
	5. Improved gender balance at all levels at NATO Allies and partners' defence and security institutions.	5.1. Implementation of Gender Equality HR Policies across the employment lifecycle.	5.1.1. Increased gender diversity at all levels of the NATO IS and IMS.	NATO International Staff NATO Military Authorities Relevant National authorities
		5.2. Study to identify barriers for participation of women in NATO's establishment with emphasis on higher level posts.	5.2.1. Completed study presented to Nations.	
		5.3. Reconvene Council-mandated NATO-wide Diversity Task Force.	5.3.1. Approval and implementation of the Diversity Action Plan.	

		Education, Training and Exercises		
	Outcome	**Actions**	**Indicators**	**Implementing entity**
Cross Cutting Enablers	6. Improved understanding by civilian and military staff NATO-wide of the practical implications of the Women, Peace and Security agenda, and increased skills to implement the NATO WPS Priorities.	6.1. Integrate UNSCR 1325 and related Resolutions and gender perspectives into curricula of education and training activities and faculty development at all levels.	6.1.1. Number of NATO education and individual training opportunities that include UNSCR 1325 and trained on applying a gender perspective elements. 6.1.2. NATO education and training faculty who have completed education on UNSCR 1325 and gender perspectives.	NATO International Staff NATO Military Authorities
		6.2. Develop and implement mandatory Gender Awareness training package for civilian and military staff working at all levels NATO-wide.	6.2.1. Completed Gender Awareness package. 6.2.2. % of civilian and military staff working NATO-wide who have completed Gender Awareness package.	NATO International Staff
		6.3. Develop or modify training on preventing, responding, monitoring and reporting on conflict-related SGBV in line with the Military Guidelines on Prevention and Response to conflict-related SGBV.	6.3.1. Number of NATO education and individual training opportunities that include elements on preventing, responding, monitoring and reporting conflict-related SGBV. 6.3.2. Participation rates of men and women in such programmes.	NATO Military Authorities Relevant national Authorities
		6.4. Continue to educate officers and non-Commissioned Officers (NCO) in gender-mainstreamed curricula developed by PfP Consortium and Defence Education Enhancement Programme (DEEP).	6.4.1. Number of officers and NCOs trained in applying a gender lens to security issues through DEEP curriculum offered in French, English, Russian and Arabic.	NATO International Staff NATO Military Authorities Relevant national Authorities
		6.5. Ensure the involvement of gender advisors in planning and execution of NATO-led exercises so that scenarios and supporting materials incorporate gender perspectives, and conflict-related SGBV (as decided by Allies).	6.5.1. The extent to which exercises include a gender perspective and Gender Advisors. 6.5.2. Evaluation of the impact of training, education and exercises in order to establish a cycle of improvement in gender training and education.	NATO International Staff NATO Military Authorities
		6.6. Involve civil society in education, training and exercises, as appropriate.	6.6.1. The extent to which education, training and exercises include civil society perspectives.	NATO international Staff NATO Military Authorities

	Public Diplomacy			
	Outcome	**Actions**	**Indicators**	**Implementing entity**
Cross Cutting Enablers	7. Increased visibility of NATO's Women, Peace and Security agenda and of the efforts undertaken on the implementation of UNSCR 1325 and related Resolutions.	7.1. Develop a Strategy for Public Diplomacy for Women, Peace & Security at NATO.	7.1.1. Completed Strategy presented to Nations.	NATO International Staff
		7.2. Provide multi-channel digital outreach support for building awareness and amplification of the Alliance efforts on UNSCR 1325 through NATO's official social media channels, the NATO website and professional media outreach. Give support and guidance to the SGSR WPS office on social media and digital outreach best practices.	7.2.1. Baseline established and measured over time for social media (WPS-FB, Twitter, Newsletter, YouTube).	NATO International Staff
		7.3. Targeted PD Engagements (visits, seminars, conferences, projects), including SGSR WPS Outreach, aimed at promoting NATO's efforts and progress in meeting commitments set out in UNSCR 1325.	7.3.1. Number and scope of public diplomacy efforts (visits, events, projects).	NATO International Staff
		7.4. 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.	7.4.1. Regular support and coverage for flagship issues.	NATO International Staff
	8. NATO Strategic Communication products incorporate a gender perspective.	8.1. Ensure gender is included as a component of analysis and assessment in the information environment.	8.1.1. Inputs to strategic communications routinely include gender, as appropriate.	NATO International Staff Relevant National Authorities

Monitoring and Reporting			
Outcome	**Actions**	**Indicators**	**Implementing entity**
9. Effective monitoring and reporting mechanisms on NATO's implementation efforts of the Policy and Action Plan on Women, Peace and Security.	9.1. Develop, within military and civilian structures, monitoring and reporting templates, as practical tools supporting the achievement of the aims and outcomes of the NATO/EAPC Policy and Action Plan on Women, Peace and Security.	9.1.1. Number and scope of divisional implementation reports.	NATO International Staff NATO Military Authorities
	9.2. Ensure adequate, accurate and systematic reporting from NATO's operations and missions to NATO Headquarters through the military chain of command, including reporting requirements for the Military Guidelines on Prevention and Response to CR-SGBV.	9.2.1. Reporting from operational theatres is systematic, accurate and adequate. 9.2.2. The reporting includes CR-SGBV.[3] 9.2.3. Planning documents, SOPs and SOIs include these reporting requirements.	NATO Military Authorities
	9.3. Nations associated with the Policy to be briefed annually on progress made.	9.3.1. WPS progress reports.	NATO international Staff
	9.4. Provide input to the Secretary General's public annual report on the implementation of the Policy on WPS.	9.4.1. Input submitted.	NATO international Staff
	9.5. Initiate a biennial assessment on the implementation of this Action Plan.	9.5.1. Qualitative assessment carried out.	NATO international Staff

The table is labeled on the left margin: **Cross Cutting Enablers**

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[3] As pr. The Military Guidelines

Cooperative Security			
Outcome	**Action**	**Indicator**	**Implementing Entity**
10. Strengthened overall implementation of UNSCR 1325 and Resolutions through enhanced cooperation between NATO, Allies and partners.	10.1. Include Women, Peace and Security priorities on the agenda of relevant high level political and military meetings and events, and in official declarations and statements.	10.1.1. Gender balance targets and gender sensitive language as an integral part of all official declarations, communiqués, statements and policies & programmes.	NATO International Staff NATO Military Authorities Relevant national Authorities
11. Gender is integrated in all partnership frameworks and programmes and defence and security related capacity building initiatives.	11.1. Include WPS priorities in cooperative security frameworks (Individual Partnership Cooperation Programme, Individual Partnership Action Plan, Planning and Review Process, Annual National Programmes).	11.1.1. Number of countries that reference and provide meaningful activities on WPS in their partnership frameworks.	NATO International Staff Relevant National Authorities
	11.2. Encourage a gender perspective in all of NATO's defence capacity building initiatives and packages.	11.2.1. Number and scope of defence and security-related capacity building packages that factor in a gender perspective.	NATO International Staff
	11.3. Integrate gender perspectives in NATO's arms control approach, guidelines, training and outreach.	11.3.1. Approach, guidelines, training curricula and outreach activities include gender dimensions.	NATO International Staff
	11.4. Integrate gender perspectives in NATO's policy, guidelines, training and outreach on Small Arms and Light Weapons and Mine Action (SALW/MA).	11.4.1. Updated policy, established guidelines, training curricula and outreach activities include gender dimensions.	NATO International Staff
	11.5. Develop the conceptual framework for integrating a gender perspective into all relevant aspects of Building Integrity in line with the Building Integrity Policy.	11.5.1. Training module of gender perspectives in BI completed. 11.5.2. Evaluation of findings on gender from the revised BI Self-Assessment Staff questionnaire.	NATO International Staff
	11.6. Increase objectives on WPS priorities in the Partnership Cooperation Menu (PCM).	11.6.1. Number and scope of WPS priorities/items in the PCM.	NATO International Staff NATO Military Authorities Relevant national Authorities

	11.7. Initiate projects under the Science for Peace and Security Programme to further research on WPS.	11.7.1. Evidence-based recommendations resulting from research that help shape NATO and Allies' policy and practice.	NATO International Staff
	11.8. Facilitate the establishment of Trust Funds supporting capacity building and implementation of UNSCR 1325 and related Resolutions.	11.8.1. Trust Funds developed with due consideration given to implementation of UNSCR1325 principles.	NATO International Staff
12. Greater synergy and more effective implementation of UNSCR 1325 and related Resolutions through cooperation with and between international organisations, including, inter-alia, the EU, OECD, OSCE, UN and in line with NATO's Comprehensive Approach Action Plan[4].	12.1. Conduct targeted and coordinated efforts to incorporate WPS priorities through, inter alia: staff-to-staff talks, exchanges of information, lessons learned and best practices, and joint initiatives, training activities for participants from across the relevant organisations.	12.1.1. The scale and scope of WPS priorities addressed during staff talks with relevant international organisations. 12.1.2. Harmonized terminology regarding WPS related issues. 12.1.3. Number, scope and effectiveness of joint activities and coordinating mechanisms. 12.1.4. Number of WPS-training activities for relevant participants from IO's. 12.1.5. Number of changes made to NATO policy, guidelines, and operational planning, based upon lessons learned.	NATO International Staff NATO Military Authorities
	12.2. Local coordinating mechanisms in areas where international organizations are present and where NATO, Allies and partners are carrying out activities.	12.2.1. Number, place and role of local coordinating mechanisms between NATO and international organizations. 12.2.2. Number of coordination meetings held and scope of WPS issues addressed.	NATO International Staff NATO Military Authorities

[4] C-M(2008)0029-COR1

13. Strengthened and systematic dialogue with civil society, including women's rights groups, and civil society organisations/experts and academics on gender, security and defence, on topics relating to Women, Peace and Security at strategic and operational levels.	13.1. Convene regular consultative meetings of the Civil Society Advisory Panel as a space for dialogue between NATO civilian and military structures and relevant civil society experts and organisations. 13.2. Resource civil society dialogue with NATO on gender, security and defence through the WPS Financial Mechanism 13.3. Ensure recommendations of Civil Society Advisory Panel are considered within NATO through the WPS Task Force.	13.3.1. Evaluation of CSO dialogue by NATO. 13.3.2. Evaluation of CSO dialogue by civil society participants. 13.3.3. CSAP recommendations presented to Nations.	NATO International Staff
	13.4. Establish local consultative mechanisms with women's rights groups, key leaders and other representatives from civil society, as appropriate, in areas where NATO and its partners are carrying out activities, including operations and missions.	13.4.1. Specific outreach and Key Leader Engagement (KLE) plans that focus on identifying and involving women as actors, both in policy and operational matters. 13.4.2. Number of local consultative meetings held and recommendations offered.	NATO International Staff NATO Military Authorities
14. Increased understanding of the role of gender in the prevention of and response to violent extremism in order to shape NATO policies and practices.	14.1. Finance gender-sensitive research aimed at identifying drivers of radicalisation and violent extremism, and develop targeted and evidence-based responses, including empowering women to safeguard communities.	14.1.1. Number and scope of NATO-funded research projects that either focus on, or mainstream, gender awareness into prevention of and response to violent extremism. 14.1.2. Evidence-based responses and recommendations resulting from research.	NATO International Staff

Crisis Management and NATO-led Operations and Missions			
Outcome	**Actions**	**Indicators**	**Implementing entity**
15. Increased operational effectiveness by including Gender perspectives in policies, exercises, conflict analysis, planning, execution, assessment and evaluation of any NATO-led operations and missions.	15.1. Institutionalize the integration of gender perspectives into doctrines, operational documents, handbooks, directives etc. as well as in assessment tools through all phases of military operations and missions, adapted to the specific operational context.	15.1.1. 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.	NATO International Staff NATO Military Authorities
	15.2. Deploy trained, full-time Gender Advisors to operations and missions at strategic, operational and tactical levels. Ensure that Gender Advisors are positioned in Command Groups with clearly defined roles and responsibilities set out in job description.	15.2.1. Number of Gender Advisors in NATO military structures and NATO-led operations and missions that report directly to Military leadership. 15.2.2. Gender Advisors are positioned in Command Groups and have responsibilities set out in their job description.	NATO Military Authorities Relevant national Authorities
	15.3. Sustain the structure of Gender Focal Points appointed by leaderships to support the efforts of the Gender Advisors.	15.3.1. Number of gender focal points in operational theatres.	NATO Military Authorities Relevant national Authorities
	15.4. Ensure a gender mix of gender advisors and gender focal points and encourage the nations throughout the Alliance including partners to take an active part in this work.	15.4.1. Gender mix of GENAD's and GFPs in operational theatres.	
	15.5. Integrate UNSCR 1325 and related Resolutions into civil emergency planning, crisis management activities and exercises.	15.5.1. Activities, planning documents and exercises that include gender perspective and an assessment of their overall impact.	NATO International Staff
	15.6. Raise awareness of the importance of including women's networks in conflict prevention, management and resolution together with the full, equal and effective participation at all stages and levels of NATO-led operations and missions.	15.6.1. Number of evaluations of gender related activities in operations, and of their contribution to operational outcomes.	NATO International Staff

	15.7. 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.	15.7.1. Level and scope of activities to raise awareness on UNSCR 1325 and related Resolutions with local security forces.	NATO Military Authorities
	15.8. Integrate a gender perspective in the implementation of activities on protection of civilians and combating trafficking of human beings.	15.8.1. Gender is mainstreamed in the implementation of activities on protection of civilians and combating trafficking of human beings.	NATO International Staff NATO Military Authorities
16. Reduced risk for conflict-related sexual and gender based violence (SGBV) and improved responsive measures that have taken into consideration women and girls' protection needs.	16.1. Ensure that mandates and plans for any future NATO-led operation and mission or exercise, provide direction and guidance on how to prevent and respond to conflict-related SGBV, and direct creation of systematic and robust monitoring and reporting mechanisms in order to follow trends.	16.1.1. Regular reporting includes reporting on conflict-related SGBV. 16.1.2. Assess the cooperation with other relevant actors, in theatre, on this topic as i.e. civil society organisations IOs and NGOs.	NATO International Staff NATO Military Authorities
	16.2. Implement the Military Guidelines on Prevention and Response to conflict-related SGBV and integrate these aspects into the operational planning processes, as appropriate.	16.2.1. Military Guidelines on Prevention and Response to CR-SGBV are integrated into operational planning processes.	NATO Military Authorities Relevant national Authorities
	16.3. Ensure that NATO Codes of Conduct are in place and are respected.	16.3.1. Guidance on issuing and implementation of gender mainstreamed CoC is integrated into operational planning processes.	NATO Military Authorities Relevant national Authorities
	16.4. Ensure that development of analytical tools include gender perspectives in order to understand the level of risk of SGBV, including development of early warning indicators in consultation with the UN, civil society and academia.	16.4.1. Analytical tools to understand the level of risk of SGBV, including development of early warning indicators are in place.	NATO International Staff NATO Military Authorities
	16.5. Develop appropriate measures that take the protection needs of the civilian population into account, in particular the needs of women and girls.	16.5.1. Development of mechanisms for data collection, monitoring trends and reporting on the protection of the civilian population. 16.5.2. Number of engagements with local security forces to raise awareness on UNSCR	NATO International Staff NATO Military Authorities

		1325.	
	16.6.　Evaluate and improve NATO's crisis management policy and procedures (the Crisis Response System Manual), in particular with regard to indicators of impending conflicts and the definition of the end of an ongoing conflict.	16.6.1. The update contains gender-specific indicators such as monitoring for outbreaks of concentrated SGBV as an indicator of impending conflict.	NATO International Staff
17.　Improved gender balance within troops and officers deployed in NATO-led operations and missions.	17.1.　Strive for a better gender balance when requesting troop contributions, while respecting the mandate of the deployed unit. 17.2.　Nations to deploy women at all levels in NATO-led operations and missions.	17.2.1. Sex disaggregated data of troops deployed in NATO-led operations and missions, including numbers, ranks and insight in percentages.	Relevant National Authorities

Defence Planning and Policy

Outcome	Actions	Indicators	Implementing. entity
18. UNSCR 1325 and related Resolutions form an integral part of nations' defence and security policy and activities.	18.1. Nations provide trained troops and experts on UNSCR 1325 and related Resolutions to NATO-led operations and missions, and nominate both men and women for positions of Gender Advisors and experts.	18.1.1. Percentage of national troops that have undergone national training on implementing gender perspectives in operations. 18.1.2. Number of assessments of the quality of national training. 18.1.3. Gender balance among experts on UNSCR1325.	Relevant National Authorities Relevant National Authorities
19. Reflection of gender in NATO's defence planning, as a means to promote a gender perspective within national defence establishments of Allies'.	19.1. Nations include gender advisory capacity as part of recognised military capability.	19.1.1. Number of nations to include gender advisory capacity as part of recognised military capability.	NATO International Staff
	19.2. Nations promote women's equal participation in national armed forces.	19.2.1. Sex disaggregated data on the composition of national armed forces, including per operation or mission and where possible ranks.	
	19.3. Nations, in consultation with civil society, develop, resource, and implement National Action Plans and other strategic initiatives.	19.3.1. Number of National Action Plans developed amongst Allies and partner nations.	
	19.4. Nations advocate the mainstreaming of the WPS priorities within NATO.	19.4.1. Meetings of informal networks of Friends of 1325 at senior and working levels at NATO HQ.	
	19.5. NATO includes gender perspective in strategic assessments.	19.5.1. Number of NATO strategic assessments including gender perspective.	
	19.6. Include UNSCR 1325 as a guiding principle in the Political Guidance 2015 and the future iterations of the Political Guidance.	19.6.1. UNSCR1325 is a guiding Principle in the Political guidance of the NDPP.	
	19.7. Include questions on UNSCR 1325 implementation in the Defence Planning Capability Survey (DPCS).	19.7.1. Number and scope of the inclusion of UNSCR 1325 in Nations Defence Planning Capability Survey (DPCS).	