



INCLUSIVE
SECURITY

CREATING NATIONAL ACTION PLANS: A GUIDE TO IMPLEMENTING RESOLUTION 1325

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An updated and expanded version of "What Matters Most: Measuring Plans for Inclusive Security"

Foreword

This guide is a resource for policymakers and civil society leaders as they seek to develop, implement, and track progress of national strategies aimed at advancing women's inclusion.

It explains how to use principles of results-based design and monitoring and evaluation as vital tools to make UN Security Council Resolution (UNSCR) 1325 a reality. Inclusive Security recognizes that further action is needed to address other obstacles that stand in the way of the Resolution's full implementation. These include the shortage of financial support for national action plans (NAPs), the extent to which civil society organizations are fully included throughout the lifecycle of NAPs, and whether NAPs should be internally- or externally-focused (or both). We could not address all these critical issues in full detail within this short guide, but they remain priorities.

Originally published in November 2014, this version of the guide is updated to include more “live” examples of successes, challenges, and best practices. We've also added new chapters to address vital topics such as coordination mechanisms, leadership, and strategies to create an enabling environment in which a NAP can flourish. Also, we expanded the discussion on monitoring and evaluation to include best practices for collecting, analyzing, and reporting data.

This is a living document that we will continue to improve with your help. We invite you to share feedback, suggestions, and information on how you use the guide, and we commit to integrating that feedback in future editions, as we did with this update. To achieve the broader goals of UNSCR 1325—and thus move toward a more peaceful and secure society—will require greater commitment from all implementers, on all fronts

About Inclusive Security

Inclusive Security is transforming decision making about war and peace. We're convinced that a more secure world is possible if policymakers, security sectors, and conflict-affected populations work together. Women's meaningful participation can make the difference between failure and success. Since 1999, Inclusive Security has equipped decision makers with knowledge, tools, and connections that strengthen their ability to develop inclusive policies and approaches. We have also bolstered the skills and influence of women leaders around the world. Together with these allies, we're making inclusion the rule, not the exception.

**For more information or to submit suggestions, contact us:
info@inclusivesecurity.org**

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SIMPLY PUT: WOMEN'S INCLUSION HELPS CREATE AND SUSTAIN PEACE AND SECURITY FOR ALL.

Introduction

Women are a powerful force for peace. They bridge divides between groups, have a unique understanding of societal needs, and can access areas and information that men cannot. Because of the influence they wield over their communities and families, they have the potential to increase the operational effectiveness of security forces and inspire a culture of inclusion for the next generation. Women's contributions are valuable not only for themselves but for the collective wellbeing of society. Simply put: Women's inclusion helps create and sustain peace and security for all.

This was the wisdom behind UN Security Council Resolution 1325, which acknowledges that women are not just victims of war, but also agents of peace. The Resolution urges all actors to increase participation of women and incorporate gender perspectives into all peace and security efforts. It signals an important and necessary shift in how the international community understands peace and security.

In a statement in 2004, the Security Council called upon Member States to advance UNSCR 1325 implementation through national action plans (NAPs) or other national-level strategies. But only a third of UN Member States have adopted NAPs—far too few to realize the goals of UNSCR 1325. Even fewer have been able to demonstrate what difference the NAP has made. There is scant data available on the effectiveness of such plans and strategies. The lack of quality data necessitates improving the design and monitoring and evaluation (M&E) of national policies—not only to make a stronger case for NAPs, but also to strengthen evidence-based policymaking that advances the cause of women, peace, and security.

Why we created this guide

Several years ago, when we launched the National Action Plan Initiative, we aimed to engage with individual countries to develop and implement their national policies, and to learn and share lessons from those experiences. Creating and implementing multi-stakeholder, transformative national strategies can be challenging. In our work, we've learned that the checklist of essentials is long: political will, an inclusive design process, effective coordination, and dedicated resources. Implementers must also be able to measure impact and share information about what works and what doesn't—because a policy that doesn't produce impact is no more than empty rhetoric. With the tools and resources contained within this guide, however, high-impact NAPs are not only possible, they are an essential step toward the full implementation of Resolution 1325.

Closing the gap: from rhetoric to action

Policymakers must do more than acknowledge that women's contributions matter. Moving from talk to commitment, commitment to action, and action to impact is not easy. For more than 15 years, policymakers and civil society have struggled to capture best practices related to NAPs and similar gender strategies in the face of significant resource, knowledge, and skills-based gaps.

In October 2013, the UN Security Council adopted Resolution 2122 to address the significant disparity between the promise of UNSCR 1325 and the reality of lackluster implementation. It urged Member States to examine existing plans, targets, and progress in preparation for a 2015 high-level review. UNSCR 2122 also offers a warning: Without a signifi-

cant shift in implementation activities, women and women's perspectives will continue to be underrepresented in peace and security decisions for the foreseeable future.

In total, since the passage of UNSCR 1325 in October 2000, the UN Security Council has adopted seven additional resolutions related to women's inclusion in peace and security. The most recent, UNSCR 2242 (adopted in October 2015), calls for renewed commitment to women's participation and articulates specific recommendations for making NAPs more sustainable. It emphasizes capacity building for civil society organizations, the need for more funding, and greater integration of the women, peace, and security agenda into other national policies.

In September 2015, the UN released seventeen Sustainable Development Goals for the global community to work toward over the next fifteen years. While these goals don't explicitly address women's inclusion, two contain relevant targets: SDG 5 on Gender Equality and Women's Empowerment and SDG 16 on Peace, Justice, and Strong Institutions. These, in combination with the suite of UNSCRs and the Convention to End All Forms of Discrimination Against Women (General Recommendation 30) provide a detailed roadmap for meaningful transformation to a more peaceful, secure world for all.

Resolution 1325 didn't call on governments to merely acknowledge women's vital contributions—it charged them to act.

The mismatch between the promise and reality of Resolution 1325 is what led Inclusive Security to launch its National Action Plan Initiative in 2012. Since then, we've worked with governments and civil society around the world to strengthen the design, implementation, monitoring, and evaluation of NAPs. We have seen significant progress. There are now more than 60 NAPs and a dozen more in progress. Many of the newest plans demonstrate substantially more sophisticated problem analysis (meaning they are more customized and more likely to address needs), attention to monitoring and evaluation, and enhanced coordination mechanisms. Though these developments are promising, there remains work to be done, and this updated guide is meant to distill the lessons we've learned through experience and research to further advance progress in this field.

Moving from low- to high-impact NAPs

The field of NAPs is still relatively new, and many countries are experimenting with their first plan. As with any cross-sectoral, national public policy, there are challenges. Some plans aren't properly resourced, lack political support, or emphasize priorities that aren't customized to the local context. Others are great on paper but lack effective coordination or accountability mechanisms. Still, there is progress—and this guide is meant to help amplify it. Inclusive Security, its partners, and peers in the field are now helping governments work hand-in-hand with civil society to create high-impact NAPs, which are:

- Designed to fit the local context and priorities (e.g., in Moldova, where Inclusive Security is helping the government design a NAP that aligns with existing gender policies and security sector priorities).
- Created in partnership with civil society (e.g., in Jordan, where Inclusive Security helped the Jordanian National Commission for Women and UN Women convene a coordination body—including government and civil society leaders—to design the forthcoming NAP, and where the Global Network of Women Peacebuilders helped cost and budget it).
- Well-organized, with clearly identified roles, responsibilities, and timelines (e.g., in Bosnia, where Inclusive Security helped leaders establish distinct processes for implementation, monitoring, reporting, and evaluation through a formal coordination mechanism).
- Supported by a monitoring and evaluation plan (e.g., in Finland, where Inclusive Security helped the Finnish government identify qualitative and quantitative indicators to bolster the measurability of their third forthcoming NAP).

High-impact outcomes

Drawing on our experience working on NAPs—as well as more than twenty years on the frontlines of the women, peace, and security agenda—we’ve identified three core impacts that, when combined, make for meaningful, transformative change. We’ll explain how to use this framework in Step Three.



What can this guide do for you?

This guide builds on the foundational work of our partners, and expert institutions like the Global Network of Women Peacebuilders; PeaceWomen; the NGO Working Group on Women, Peace, and Security; and Women’s International League for Peace and Freedom (among many other key actors). It assists stakeholders to design, implement, monitor, and evaluate the impact of a NAP. The guide walks the user through eight steps to creating a high-impact NAP. It is designed to help implementers quickly identify the actions involved and resources needed to design, implement, monitor, and evaluate a high-impact NAP. Throughout the guide, you’ll find a strong emphasis on process. Effective, inclusive processes lead to more comprehensive and logical design. In turn, strengthening the design of plans enables implementers to succeed. Incorporating a heavy emphasis throughout on monitoring and evaluation helps facilitate data collection and analysis that focuses on impact. Policymakers will be driven to create and implement effective NAPs if they have data that convincingly demonstrates the connection between high-impact NAPs and sustainable peace and security. Using this guide empowers stakeholders to combine data and messaging about the value of effective plans, compelling leaders to act.

Who can use the guide?

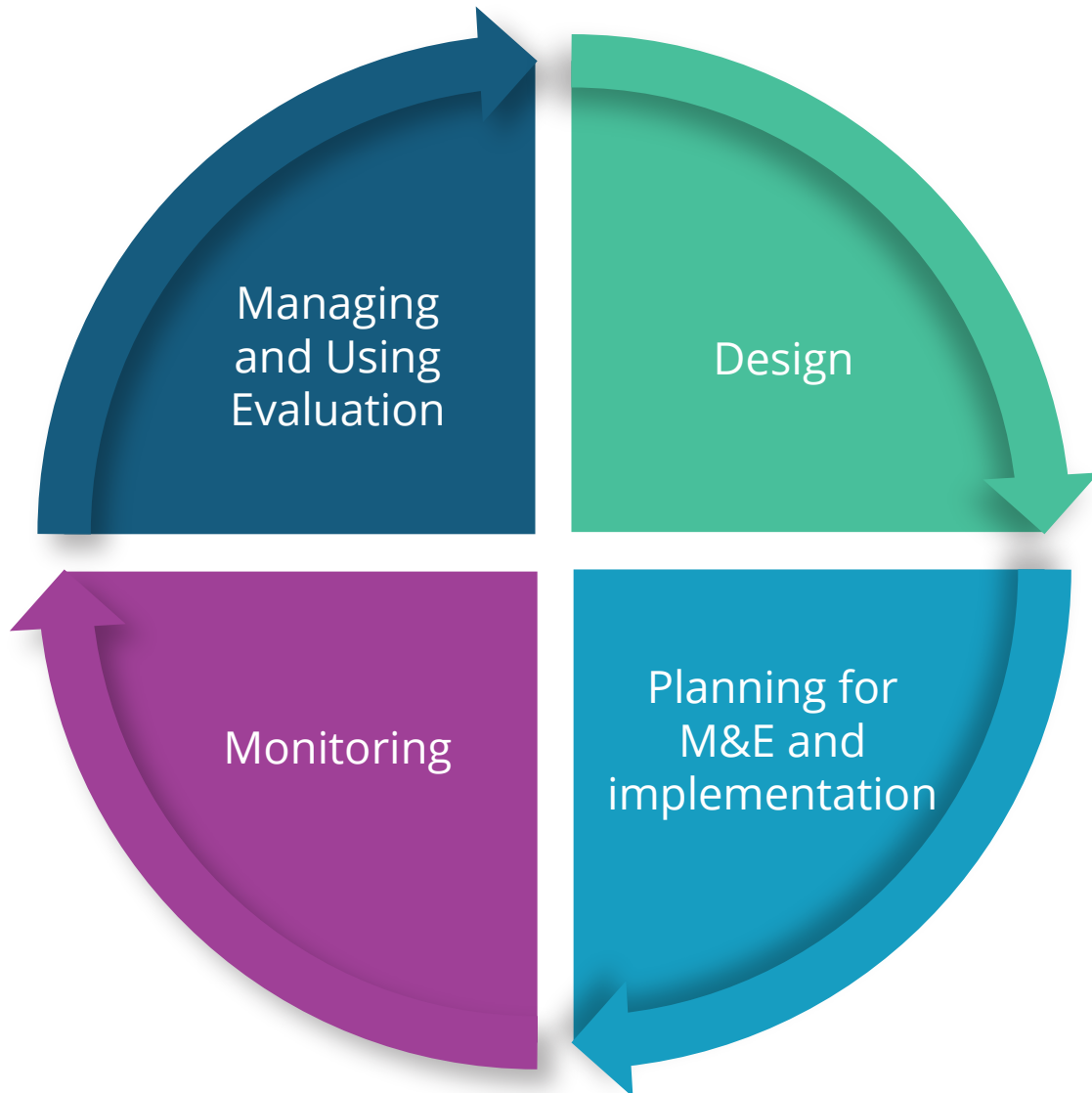
This guide is intended for policymakers, civil society leaders, and all those involved in designing, implementing, monitoring, and evaluating a NAP. It is meant for users in all countries, regardless of their experience with violent conflict. You don’t need to be an expert to use the guide. It is meant to provide a practical framework of key information about the essential steps (excluding budgeting and costing, which is covered in a similar guide created by the Global Network of Women Peacebuilders) for creating a high-impact NAP or national strategy.

How is the guide organized?

The guide is divided into eight chapters, each focusing on an individual step on the path to a high-impact NAP. In **Appendix A**, you’ll find a list of additional resources. In **Appendix B**, you’ll find an example of a simple data collection tool. In **Appendix C** you’ll find examples of indicators.

If you have additional questions or need further assistance, you can contact us at info@inclusivesecurity.org or visit inclusivesecurity.org.

Introduction to Results-based Monitoring and Evaluation



The essential phases of a results-based NAP design process are:

(a) design, (b) implementation, (c) monitoring, and (d) managing and using evaluation.

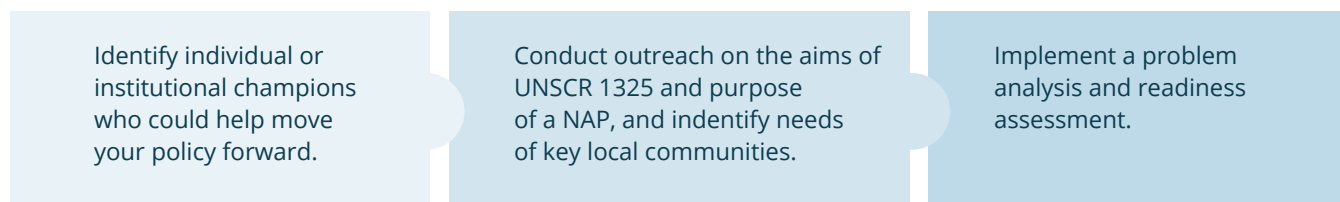
The phases should build upon each other, repeating as necessary, reinforcing successful implementation. Each phase should be planned through broad consultation with partners and beneficiaries to ensure that monitoring the NAP results in the collection of meaningful and relevant information. Inclusive planning results in a stronger system and increases the transparency of the process.

Eight steps to a high-impact NAP



STEP 1 | Build an enabling environment for your nap

BEFORE DESIGNING YOUR STRATEGY:



A national strategy on UNSCR 1325 should be designed to be efficient and avoid unwanted challenges.¹ It requires a plan for execution that coordinates and tracks inputs of multiple organizations. But how do you begin the process of designing a high-impact NAP?

NAPs are likely to be high-impact when both the process (e.g., how the NAP is designed) and the content (e.g., what the NAP aims to achieve, addressed in Step 3 of this guide) meet the following ideal standards.

FIGURE 1 | Process: Six Pillars of High-Impact NAPs²

POLITICAL WILL	DESIGN	COORDINATION	CIVIL SOCIETY	M+E	BUDGET AND FINANCING
Leaders have knowledge of UNSCR 1325; perceive it to be relevant to broader country goals; see women as agents of change; and take steps (at high levels) to advance the women, peace, and security agenda, including through implementation (at technical levels) of a NAP.	The NAP is supported by a logical framework that outlines specific outcomes aligning with both UNSCR 1325 and existing strategies and policies (such as a national security strategy), and that was created through an inclusive, stakeholder-driven process (e.g., local leaders and potential beneficiaries at a sub-national level are/were consulted).	Roles and responsibilities are clearly delegated within a NAP coordinating body; members of the body share a mission-driven commitment to long-term objectives and the body includes a mechanism for holding implementers accountable (e.g., an oversight function).	Civil society is fairly represented through the design, implementation, monitoring, and evaluation process.	A plan, tools, and system are in place for collecting, analyzing, and reporting on data; this information is used to further improve results and educate stakeholders about NAP progress and impact.	The NAP is accompanied by a budget addressing financial, human, and technical resources necessary to implement all activities outlined in the strategy.

1 For example, in a country recovering from conflict, some might see the NAP as a distraction from important reconciliation or reconstruction processes. Or, where significant work on the needs of women and girls is already underway, some may view the NAP as creating unnecessary competition with a national gender strategy (or similar instrument). NAPs place a strong emphasis on the security sector – and this too can present challenges, leading some to feel that the creation of a NAP could divert resources from social-oriented ministries to defense- or security-oriented ministries.

2 The figure is a summary of an extensive framework and accompanying evaluation tool created by Inclusive Security. The standards articulated in the framework were identified through in-depth research and consultations with policymakers and civil society from more than forty countries over several years. For more information on the high-impact framework, please contact Inclusive Security.

As you can see, truly high-impact NAPs require commitments from a broad range of stakeholders, including government, civil society, and security sector leaders, among others. Many countries have found it useful to begin the NAP process by engaging local leaders and potential beneficiaries of NAP activities at the sub-national level in conversations about needs and possible interventions. Seeking input from local communities at an early stage is critical to understanding how UNSCR 1325 and the NAP can improve the security of ordinary citizens. While there could be different forms of such outreach, conducting a series of dialogues—sometimes called national, local, or stakeholder dialogues—can be an excellent way to begin this process.

Such dialogues usually take the form of a structured conversation facilitated by a neutral party (meaning an individual or organization that does not have an explicit stake in that country's NAP). To be truly inclusive, dialogues need to be conducted on site so that local actors do not have to travel far to participate. Both men and women should be present in roughly equal numbers unless local customs or culture dictate otherwise. If it is not acceptable to have mixed-gender dialogues, don't exclude men or women—hold separate consultations to be sure you obtain both perspectives. If the country is multilingual (officially or unofficially), it's a good practice to have translators available. You should consider holding dialogues targeted to youth or other special communities, such as refugees or internally displaced persons, if applicable.

Through these dialogues, you can identify individual or institutional champions who can help advance the NAP process, evaluate potential obstacles to success, and pinpoint resources (or resource gaps) that the plan will address. These dialogues often take the place of a problem and needs assessment, but you can also launch a more comprehensive evaluation to supplement the consultations.

EXAMPLE

Conducting stakeholder dialogues to identify key priorities

Prior to launching the NAP drafting process, the Jordanian National Commission for Women (JNCW), in collaboration with UN Women, launched a series of dialogues around the country designed to elicit local perspectives on priorities for the NAP. These dialogues also aimed to educate the broader community on the content of UNSCR 1325 and aims of the nascent Jordanian NAP. Two national-level dialogues, seven local dialogues, and one refugee-specific dialogue were held in early 2016. More than 250 men and women representing government and civil society participated; through their effort, JNCW and UN Women identified 14 priority issues to be addressed in the NAP. These dialogues helped expedite the NAP development process and build a foundation of broad national support for the NAP.

Defining the problem

To design relevant policies, implementers need a comprehensive picture of women's peace- and security-related needs in the country or community. Civil society input is particularly useful for this. It is important to ensure that problems are not defined solely to fit the interest or capacity of the implementing agencies. Implementers should take a holistic approach; all too often, problem definition lacks meaningful reflection or insight from affected groups. It is important to unearth the true nature of problems and to identify their root causes.

Are there political, social, or cultural barriers that will make it harder to move policy forward? Do institutions have the financial, human, and technical resources to implement the plan? Alternatively, are they not set up or structured properly? Do organizations collaborate effectively on a certain issue?

This exercise will make the planning process—defining desired results and ways to measure them—much more straightforward. Identifying the main problem and the root causes makes it easier to fill out the NAP Framework and map out how the different activities and results add up to long-term change.

Readiness assessment

A readiness assessment identifies the presence or absence of champions, barriers to NAP implementation (including building an M&E system), and relevant actors, including spoilers (individuals or organizations who may oppose or hinder NAP implementation). As a result of a readiness assessment, you will develop a picture of available resources (financial, human, and technical) to implement the NAP and build systems to monitor the implementation process. It will also help clarify roles and responsibilities for M&E and overall implementation. Critically, it will draw attention to capacity issues that you need to address before implementation starts.

A readiness assessment should be a consultative exercise that builds on input from a broad range of actors who will be involved in the implementation and monitoring of the NAP. While it seems time-consuming, it contributes tremendously to understanding the context in which the NAP takes place, thereby laying the foundation for successful implementation.

Some of the questions you might propose during such an assessment include:

1. Are there leaders—inside and outside the government—upon whom you can call to champion the national action plan process?
2. What are the obstacles to developing a national action plan? Who might object or work to undermine your process? What arguments are they likely to put forward?
3. Are there any incentives that might help you make the case for a NAP? For example, external political or security pressures that a NAP could help mitigate, such as developing a stronger relationship with NATO or shoring up regional security partnerships?
4. Do you have sufficient information to identify all relevant stakeholders? Will you have the resources necessary to obtain their input?
5. How strong is the relationship between government and civil society? Will you need to take steps to strengthen or establish such bonds?

Mechanisms for expanding the impact of a NAP

In many contexts, a stand-alone NAP isn't the only mechanism for achieving change. For example, several countries in a region experiencing similar (or related) challenges might choose to create a regional action plan (RAP). Alternatively, a country may determine that there are existing national frameworks or policies within which objectives related to women's inclusion could be integrated to better align with an existing or forthcoming NAP. Once a NAP is adopted, creating community-oriented local strategies will ensure maximal impact. This is often referred to as "localization" of the NAP (for more detailed information on localization, consider reaching out to the Global Network of Women Peacebuilders at www.gnwp.org).

In some countries, it may be difficult to communicate the need for a NAP to those not deeply familiar with UNSCR 1325. It's often interpreted as only applying to countries directly affected by armed conflict, but in fact it applies to any efforts to maintain and promote peace and security. That can include daily operations of a police force in a stable country or contributions to peacekeeping. It can include care for refugees fleeing from conflict. Peace and security are a globally shared responsibility. **While a NAP in a country not directly affected by conflict might look different from a NAP in a country recovering from conflict, both are vital and required to translate rhetorical commitments into specific actions that will improve people's lives.** Conducting outreach on the content and aims of UNSCR 1325 and the women, peace, and security field can help you communicate the aims of a nascent NAP design process better.

Other questions to consider when designing a national strategy

1. How are security issues viewed by the public in your country?
2. How familiar are key stakeholders with UNSCR 1325? With NAPs?
3. What do stakeholders at the community level see as priorities? At the national level?
4. What kind of formal or informal barriers limit women's participation or rights?
5. Which institutions of the government are historically most effective or powerful?
6. What roadblocks inhibit progress?
7. (Conflict-affected country) What are the root causes of conflict in your country? What are/were the specific impacts on women and girls?

STEP 2 | Identify key actors and set up a coordination mechanism

WHEN BEGINNING TO DESIGN YOUR NAP OR SIMILAR POLICY/STRATEGY, REMEMBER:

Government, civil society, and the international community each play an important role in designing, implementing, and monitoring and evaluating NAPs.

Well-functioning coordination mechanisms that meaningfully engage government and civil society actors are critical to the success of a NAP.

The principles of transformational leadership can help you strengthen your coordination mechanism and adapt to changes in the environment.

Involving a broad set of actors from the outset is important. NAPs can be inspired by civil society advocacy, political champions in government, or both. All play important roles.

Since NAPs need to be grounded in the specific country context, they require regular communication among a broad group of actors who share responsibility for working toward the outcomes of the NAP. There is no single model for NAP design, but there are several critical factors:

- **Government officials (e.g., ministers, members of parliament, security sector representatives, managers, technical or subject-matter experts, provincial and/or local government officials):** Ensure desired outcomes are consistent with national security priorities (or advocate to change priorities if necessary); dedicate resources (financial, human, and technical) to support implementation; and coordinate monitoring and evaluation of NAP progress and impact.
- **Civil society leaders (e.g., directors, managers, technical or subject-matter experts)³:** Provide meaningful input to NAP design; support government champions through advocacy; extend the government's reach in communicating the purpose of a NAP to local communities; partner on the implementation of key activities; and monitor and evaluate progress and impact.
- **International community (e.g., directors, managers, technical or subject-matter experts from the diplomatic community or multilateral organizations, such as the UN, African Union, OSCE, or NATO):** Provide meaningful input to NAP design; dedicate resources (financial, human, and technical) to support implementation; partner on implementation of key activities; and contribute to monitoring and evaluation of NAP progress and impact so that countries and their leaders inside and outside of government can hold each other accountable.

³ Civil society describes a broad array of actors, including members of the media, academia, peace-oriented nongovernmental organizations, and organizations focused solely and explicitly on women and girls. Some are implementers, some are advocates, some are both. Be sure to conduct broad outreach so that your civil society representatives are truly representative of the breadth of stakeholders in your country.

Setting up a coordination mechanism

The structure for coordinating design, implementation, monitoring, and evaluation of your plan is crucial—it can make or break your NAP. Best practices include the creation of an oversight entity with terms of reference (or similar) for members that outline the structure (including sub-structures, as applicable), responsibilities, timelines, and clear decision-making processes. It is important that this body, or its leaders, have the political clout to compel commitment from all stakeholders. As with other elements of a high-impact plan, there is no one-size-fits-all approach when it comes to choosing a structure. It is, however, essential that your mechanism provide space within which government, civil society, and other key actors (e.g., beneficiaries) can regularly engage to sustain commitment to the NAP; something that goes beyond a mere set of rules or mandates on paper.

Barriers to effective coordination within governments

Creating an effective coordination structure requires attention to common obstacles. Such barriers can include organizational sovereignty; disparities in power or resources; differing mandates or visions; and differing cultures, languages, or systems of communications.

- What do we mean by **organizational sovereignty**?⁴ Organizations within a government (e.g., ministries or agencies) may consider themselves to be a sovereign entity. While they may collaborate with other agencies when it suits their mission, they aren't directly accountable to them. Thus, they may prefer only to participate in those efforts that they see as directly contributing to their agency/ministry objectives and mission, or may only see themselves accountable to their agency/ministry rather than the coordination body.
- When faced with a **significant disparity in power or resources**,⁵ a more powerful agency or entity may resent collaboration with agencies seen as less influential, and may deprioritize participation. Conversely, a smaller or less powerful agency may feel threatened by the authority of the larger agency or imagine that they have no voice in negotiations, regardless of the structure on paper. They might find themselves overwhelmed by the extent of human resources a larger agency can dedicate to a task, such as completing an annual report (conversely, a small agency might have one staff assigned to the collection of data and drafting of a report).
- In governments with highly compartmentalized structures (i.e., “stove-pipes”), you may find that agencies have **differing mandates, timeframes, and desired end-states**.⁶ Each organization may believe their vision of success to be the right one or that their approach supersedes that of others. They may have different timelines for developing strategic and operational plans or budgets. When approaches significantly differ, it becomes more difficult to evaluate progress over time.
- You may also find highly variant **culture, languages, and systems of communication**⁷ among different agencies. Organizations may use different terms or methods of communication. Some agencies may use classified systems which make it difficult for organizations without access to such systems to communicate. Different leadership styles can also define culture for an agency—some may rely heavily on a command-and-control style of leadership, whereas others rely on collaborative decision making. These differing organizational cultures can lead to miscommunication and frustration.

4 Susanna P. Campbell and Michael Hartnett. "A framework for improved coordination: Lessons learned from the International development, peacekeeping, peacebuilding, humanitarian and conflict resolution communities," presented to The Interagency Transformation, Education and After Action Review Program (October 31, 2005).

5 Ibid.

6 Ibid.

7 Ibid.

Barriers to effective coordination with civil society

Civil society participation is critical to a high-impact plan. Figuring out how best to manage the relationship between civil society and government, however, can be a challenge. There are important dynamics to consider when creating a framework for coordinating with civil society. All the challenges noted above also apply to coordination among civil society actors and between civil society and government actors.

Organizational sovereignty can be a significant barrier to meaningful coordination between government and civil society actors. Civil society actors are, by definition, independent and not normally accountable to ministries or agencies. Moreover, consider that each civil society organization has its own unique set of priorities and focus areas.

When it comes to resources, civil society actors are sometimes at a disadvantage compared to their government counterparts. In a few cases, civil society organizations are at an advantage (e.g., directly funded by international donors while their colleagues in a ministry of women's affairs are under-resourced). There may be significant size and resource disparities among individual civil society organizations, as well as among government organizations. Culture, mandates, timeframe, and language are almost certain to differ between and among government and civil society actors.

Overcoming barriers to coordination

While the obstacles described above are significant, it is possible to overcome, or at least mitigate, many of these challenges by keeping a few fundamental principles in mind. Developing a coordination mechanism that is structured intentionally to promote these principles and incentivize collaboration is vital to your long-term success.

1. Commit to the mission, not the leader⁸:

Far too many NAPs rest on the back of a single, dynamic, and charismatic leader (note that this leader is not always a political leader or even necessarily a person with formal authority). That individual may initially throw themselves into the process wholly—spending copious amounts of time cultivating commitment to the NAP, managing the development process, and steering drafting of the document itself. Inevitably, however, commitment fades as other responsibilities creep back in and time passes. Or, governments reorganize in the face of a shifting political climate and individual leaders get promoted, retire, or move on for other reasons. Whatever the case, when NAP success is dependent on an individual leader, it imperils the long-term sustainability of the plan. Work early to establish shared values that motivate everyone, and create a decision-making process that holds all members accountable, not just the leader. If everyone sees how NAP implementation supports their own goals and objectives, and feels responsible for carrying it out, it will be easier to sustain commitment when change happens.

2. Build each other's capacity, share resources, and share information: If one organization is at a disadvantage because of resource, information, or capacity gaps, seek ways to support and build that agency's capacity. Having a significant power imbalance can be a source of frustration throughout the life of a plan. For example, if your organization always has money for training, think about how to leverage your resources or the resources of the group to support the needs of organizations with less money. If one organization has a small staff with little technical monitoring and evaluation expertise, consider whether reporting requirements can be streamlined to assist the organization in completing its responsibilities. Be sure to identify means of communication that are accessible to all participating organizations. Unless absolutely required, avoid communicating key NAP information solely on governmental systems that are inaccessible to members of civil society.

⁸ Note: while the objective is to create a coordination body that is mission- rather than leader-driven, the role of the leader is still very important. Committing to the mission does not mean ignoring the role of the leader. But that leader should not be the ultimate backbone of the NAP. Instead, s/he should work carefully to unite the group around the mission and create a sense of shared values/responsibility that contribute to long-term success.

- 3. Respect diversity of perspective, and be careful with language:** Language can be a barrier beyond multilingual countries. Every organization—sometimes even entire sectors—develops its special technical language. Think carefully about how you communicate. Are you using jargon or phrases that are unique to your organization/agency? For example, someone in the development field may be very familiar with the concept of “do no harm” and what it means from a practitioner standpoint. But will someone from the law enforcement field, as just one example, know what you mean when you use this phrase? Alternatively, would someone from a development agency understand which is meant by “community-oriented policing”? Recognize that with a diversity of perspective comes a diversity of language, and allow time and space for ensuring all communications are understood by all participants.
- 4. Create a governance document:** Regardless of what structure you choose to set up, be sure that responsibilities and rules are explicitly written in a document accessible to all stakeholders. This could be a terms of reference, memorandum of understanding or agreement, or any other form of document familiar and applicable. At a minimum, however, the governance document should include a clear detailing of responsibilities for each member of the coordination body, a timeline for key tasks, a decision-making process, reporting obligations, and succession plans, among others.

Building your coordination mechanism

Your first step should be to analyze the overall organizational culture in your government. How are decisions made? Are there other multi-agency plans or similar coordination mechanisms (taskforces, working groups, etc.) that you can examine as a potential model? What has worked well previously (or not)? Are all agencies to be involved in the NAP on equal footing within the hierarchy? For NAP coordination, what would be the optimal balance of actors and their capacities?

Once you’ve developed a clear picture of the overarching structure, consider the culture, mandate, and “language” of each agency involved. Are there significant differences? Does every agency involved operate on the same timeline for strategic planning and budget development purposes? What about overall resources—are there major differences in the size of budget or staff for agencies involved in the NAP? What are the current staffing and resourcing commitments that you could build upon? Alternatively, does the entire NAP architecture need to be built up?

The best time to ask these questions is during your readiness assessment. Though some countries take steps to establish a coordination mechanism only after the NAP has been drafted, the challenges described above will be significantly harder to mitigate once the plan is complete. After you’ve concluded this basic mapping exercise, you’re ready to start building your structure.

EXAMPLE

Creating an inclusive coordination mechanism

To strengthen harmonization of activities outlined in their second NAP, leaders in Bosnia and Herzegovina created a coordination board governed by clear terms of reference. The board includes representatives—called NAP focal points—of all ministries involved in implementing the NAP. It’s also tiered, meaning there is both an executive-level function (e.g., a higher-level steering committee) and a technical component (implementers and technical experts). Bosnia’s model includes elements of horizontal and oversight coordination, and falls into the category of formal inclusion of civil society (though limited to only one seat on the coordination board). This coordination mechanism has been essential to facilitating broad collaboration on implementation of NAP objectives and activities. It’s also facilitated more comprehensive monitoring and evaluation of the NAP. As leaders begin the process of drafting their third NAP, they now have much more comprehensive and useful information about challenges, successes, and opportunities for further progress, which will likely lead to an improved NAP.

Models of coordination

Through our research and active engagement with dozens of countries, Inclusive Security has identified three archetypes of multi-agency coordination structures that are commonly used to implement NAPs, as well as three primary models of government-civil society collaboration. **No single model is better than the rest—what works best for your country will depend on existing processes and protocol in your government, as well as relationships with civil society.** You'll need to choose the model (and in some case, a combination of models) that best fit your context. View these as a starting point to ensure you're considering the core principles of strong coordination.

FIGURE 2 | Multi-Agency Coordination Models

VERTICAL COORDINATION	HORIZONTAL COORDINATION	OVERSIGHT COORDINATION
<p>Some countries, such as Nigeria, choose to assign a single agency responsible for managing coordination. The coordinating agency is also tasked with implementing activities in the plan. Key responsibilities in this management role include scheduling coordinating meetings across agencies; collecting progress reports from diverse implementers; and driving the monitoring and evaluation processes for the NAP.</p>	<p>In this model, the NAP is coordinated by a body of representatives from a small number of key ministries that are involved in plan implementation. Bosnia and Herzegovina uses this model. All the agencies involved also have implementation responsibilities, but often the spheres of responsibility are divided. This core group of representatives makes coordination decisions together and feeds them out to other implementing actors, including civil society.</p>	<p>The third model of coordination is used in the US, where an executive body (the National Security Council) oversees NAP implementation but does not have any of its own implementing responsibilities. (In this example, implementation authority is delegated primarily to the Departments of State and Defense and the US Agency for International Development). The oversight body's role is to manage coordination—similar to vertical coordination, but from a position of independent leadership.</p>

FIGURE 3 | Government-Civil Society Coordination Models

FORMAL INCLUSION	INFORMAL INCLUSION	INFORMAL INTERACTION
<p>A small number of countries have chosen to set up formal coordination boards in which both government and civil society participate. These formal mechanisms not only provide a voice for civil society but also tend to distribute responsibility and accountability among the different actors.</p>	<p>Many countries have established informal working groups in which both government and civil society participate, but to which no formal responsibility is attributed. These informal mechanisms provide a voice for civil society and opportunity for meaningful dialogue among government and civil society participants, but keep responsibility and accountability for the success of the NAP within the government.</p>	<p>In most countries, joint civil society/government working groups meet too infrequently (once the NAP enters implementation) to effectively coordinate efforts together. Or civil society working groups may exist and meet regularly but have no formal channel of communication with government stakeholders. In this model, the government is solely responsible for the success of the NAP, with civil society playing (usually) a watchdog role.</p>

Leading change

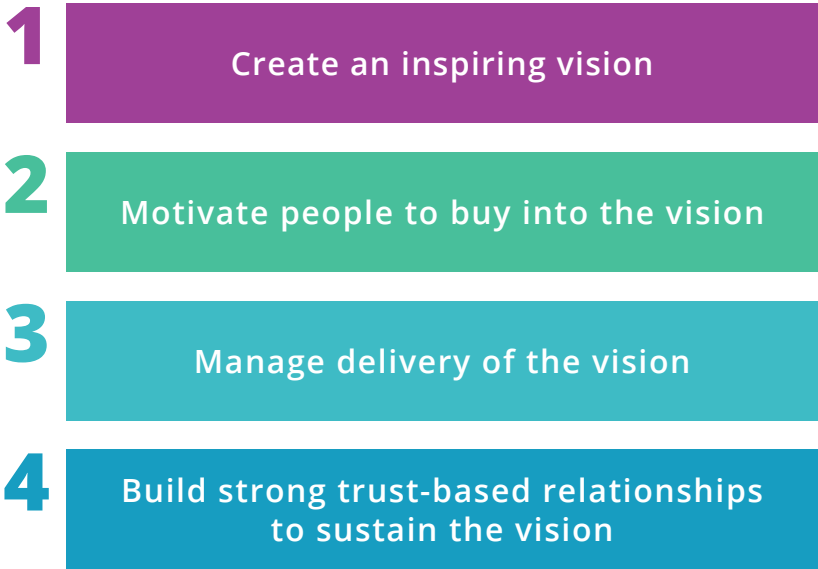
In 1978, leadership expert James McGregor Burns introduced the concept of transformation leadership as a process through which “leaders and their followers raise one another to higher levels of morality and motivation.” Transformational leaders set clear goals, have high expectations, encourage others, provide support and recognition, and inspire people to look beyond their self-interest and reach for the improbable.

So, how does the concept of transformational leadership apply to a NAP coordination mechanism? While the original concept is typically applied to an individual, these traits can also help a NAP coordinating body be more successful. As a group, creating an inspiring vision for the future, motivating each other to deliver and manage that vision, and building strong, trust-based relationships can help ensure your NAP is high-impact.

If your coordination mechanism is founded on these principles, you’ll be better prepared to deal with shifts in the operating environment, such as changes in the budget or political leadership transitions. You’ll also be more capable of sustaining implementation through large-scale interruptions, such as a re-emergence of conflict, natural disaster, or health/economic crisis.

Transformational leaders start by creating an inspiring vision and then motivate individuals to buy into it. For high-impact NAPs, it’s important to create this vision through the coordination mechanism. In other words, rather than one single leader defining the vision and asking participants to commit to it, the vision is created as a group—so that all participants understand and share the commitment. Once the team has created a vision for the NAP (the long-term impact of the plan or series of long-term outcomes that the plan aims to achieve), each participant is responsible for motivating their constituency to buy into this vision and lend their support. Underscoring all of this is strong, trust-based relationships that will sustain the vision through the most difficult challenges.

FIGURE 4 | Coordination for High-Impact Plans



NAPs that reflect the values of the communities they serve will be stronger than NAPs developed in isolation without the input of organizations working to advance women’s inclusion on a daily basis.

STEP 3 | Develop a high-impact logical framework

OUTCOMES SHOULD:

Be designed through an inclusive, results-focused process.

Use “results” language, signaling that something has changed.

Be specific, succinct (only one result), and tangible

Goal-setting is part of the governmental decision-making process at different levels.⁹ While government agencies always have goals, not all have the capacity to track and demonstrate the impact of their work. Effectively tracking progress and demonstrating impact requires ensuring that strategy design, annual planning, and M&E processes are linked and that each process informs the other. Using the NAP Framework to define outcomes is the first step and key to making these processes successful.

What is results-based M&E?

Results-based M&E emphasizes **outcomes** (long-term results of a program or project; also referred to as objectives) and **impacts** (broader changes occurring within the community, organization, society, or environment that the outcomes contribute to; also referred to as “goals”) rather than inputs, activities, and outputs.

For instance, instead of counting the hours of staff time or amount of money spent on a project, results-based M&E encourages implementers to ask how the hours were used or money was spent (e.g., workshops organized or campaigns delivered) and how that contributed to achieving the result (e.g., raising awareness about the international policy framework on women’s participation).

Results-based monitoring is at the core of the results-based management approach, which several international agencies—such as the World Bank, UN Development Programme, and UNICEF—use for planning and managing development programs and government policies. This approach helps translate the value of NAPs to internal and external audiences.

Accordingly, the planning process should begin by focusing on the desired results, rather than the activities. Decisions should be informed by data collected through authentic consultations with other institutions and civil society. To demonstrate progress toward outcomes of the NAP, you need to articulate what you are trying to achieve—what your success will look like. As mentioned above, focusing on long- and mid-term outcomes allows implementers to map out the pathway to the change they’re seeking to achieve, and thus align activities and clarify strategies to reach results.

IMPACTS (or impact) express the long-term, society-wide development objective to which the NAP, strategy, or other policy intends to contribute.

OUTCOMES are long-term results (three to five years) or the change we want to achieve by the end of the action plan.

Outcomes should refer to an institutional or behavioral change. Policymakers are well positioned to make the intended results of the NAP as explicit as possible. These outcomes should reflect strategic priorities and be based on the preliminary needs assessment or problem analysis. In short, outcomes show what end results the NAP is aiming for and where you should be by the end of implementation.¹⁰

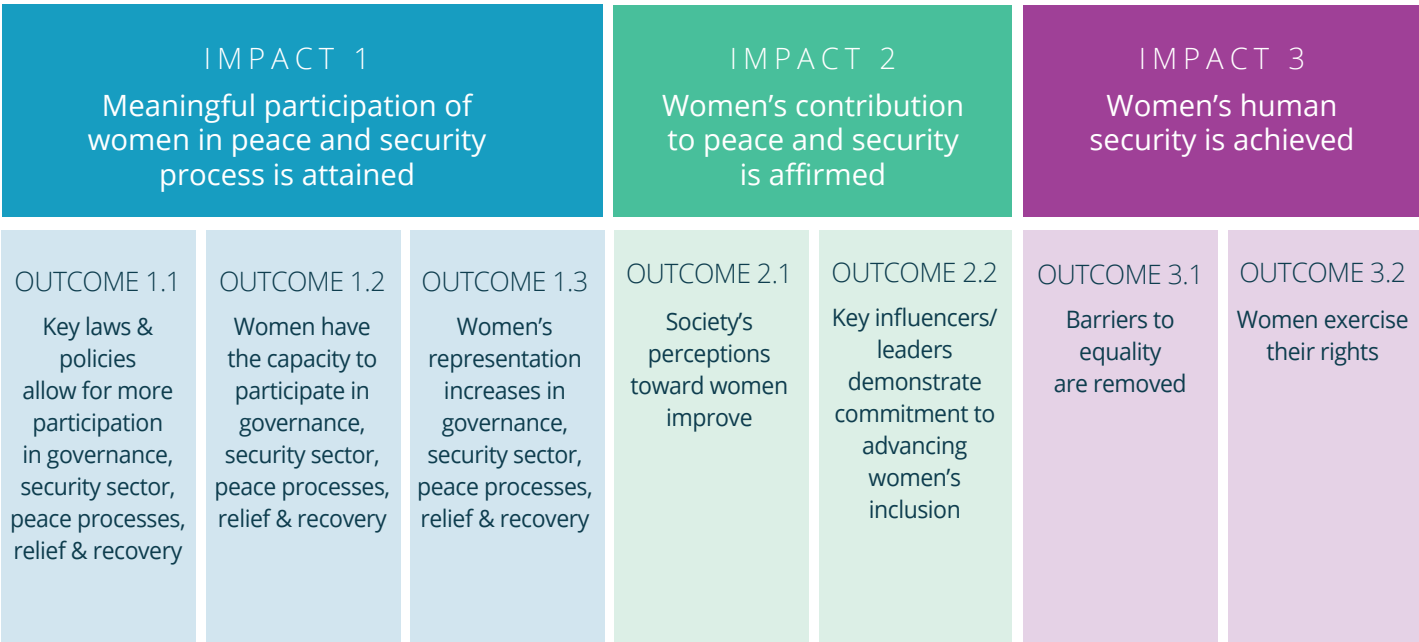
Before formulating the outcomes of your NAP, consider whether it should be linked to international development strategies and initiatives (such as the Sustainable Development Goals or the National Poverty Reduction Strategy) or aligned with other regional, national, or sectoral goals for women, peace, and security.

To address some of these questions and ensure ownership among the key actors of NAP planning and implementation, there should be a participatory, consultative, and cooperative process to set goals and formulate the outcomes. Actively seeking contributions from all interested parties inside and outside the government is essential for a successful planning process and for building political consensus.

Outcomes can be complemented by mid-term outcomes or the results you need to achieve before you get to the final result. Formulating mid-term outcomes ensures that the logic of your plan holds together and you address all the factors you need to achieve your outcome. Last, but not least, the NAP needs outputs: the deliverables or services that are the direct results of activities. Outputs help implementers achieve and “ladder up” to the mid- and long-term outcomes.

To assist countries and actors involved in designing or revising a high-impact NAP, this guide includes a NAP Framework (Figure 5). The NAP Framework is a planning tool that helps users focus their conversation on results and impact. It can be used at any point in the process of implementing, monitoring, and evaluating a NAP. Inclusive Security created this framework based on several years of research, more than twenty years of systemic advocacy to governments and international organizations, and our experience working in the field to strengthen the impact of strategies like NAPs. This is not meant to be prescriptive. Each country should create a NAP that is contextualized to fit its specific needs. Instead, this is intended to serve as a guide. We suggest that these impact-level changes, once achieved, translate to the realization of UNSCR 1325’s goals.

FIGURE 5 | NAP Framework



10 Ibid., 57

The NAP Framework works like a logical framework, taking the form of a series of connected propositions: e.g., if these mid-term outcomes are accomplished, then these outcomes will be achieved, and so on. It does not spell out specific activities and is meant to be customized. In this example (Figure 6), we've taken the impact and transformed it to an outcome (e.g., that meaningful participation of women in the national police is attained).

FIGURE 6 | Outcomes, Mid-term Outcomes, and Outputs – "If, then" Propositions

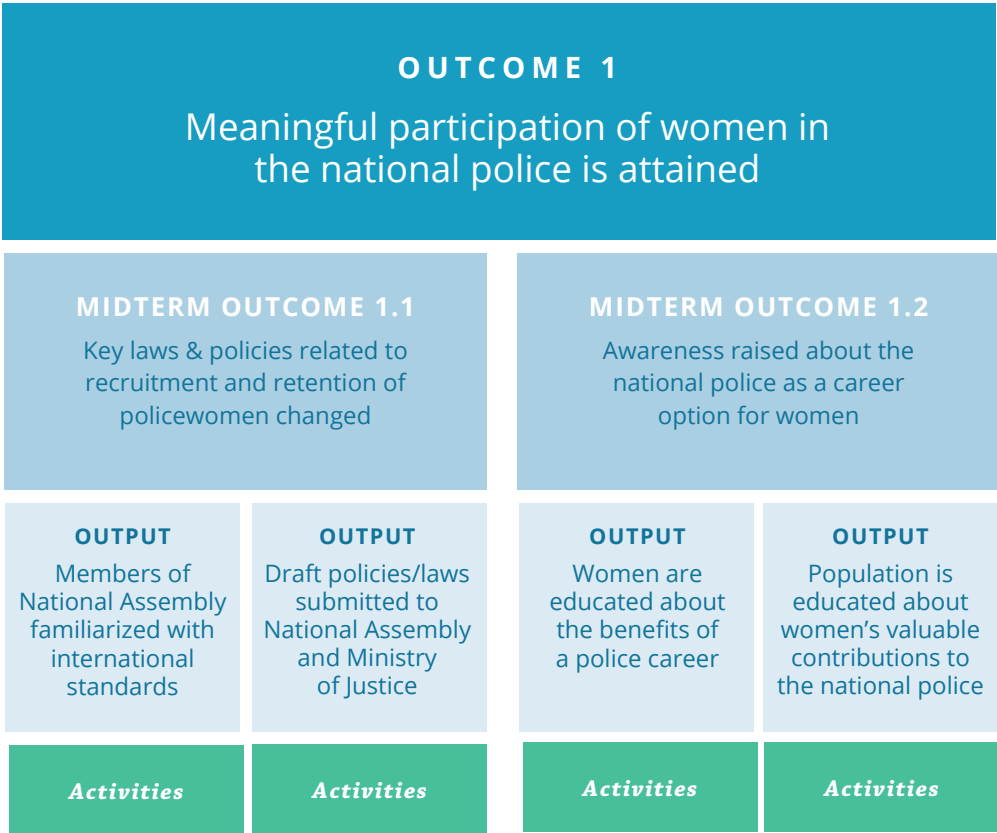


Figure 6 illustrates that **if** members of the National Assembly are familiarized with international standards (output) and draft policies are submitted to the National Assembly and Ministry of Justice, **then** policies related to recruitment and retention are changed (mid-term outcome). Further, if policies related to recruitment and retention are changed, **and** awareness is raised about the police force as a career option among the population, **then** the number of women in the police force is increased. Once you've constructed these logical equations, it becomes much easier to identify the activities that will deliver the required outputs.

Think of the NAP Framework as a visual theory of change. At the very top of the framework (whether you call it impact, outcome, objective, or goals—and many countries use different words for similar contexts), is the result you want to see once you're finished implementing your plan. Simply put: If yours is a four-year plan (the timing is up to you, but four is standard), what does success look like at the end of four years? That's the result you put at the very top. Below that result are the intermediate accomplishments that it will take to get there. You can frame these as simply half of what you hope to accomplish by the end of the plan (mid-term being the halfway point, or year two of a four-year plan) or as some full achievement necessary to accomplish before you can get to your longer-term goal.

For example, if your desired long-term result is gender equality in parliament (e.g., women hold 50 percent of parliament seats), then one of your mid-term outcomes could either be half of that goal (women hold 25 percent of parliament seats) or it could be that the number of women running for election has doubled. Each long-term result is fed by at least two intermediate-term results, and each intermediate-term result is fed by at least two outputs. Activities can correspond directly with an output, depending on the desired output. For example, if the output you require is only that twenty people received a training, then simply conducting the training is enough. If your output requires that 20 people demonstrate increased knowledge on a particular subject, conducting the training may not be sufficient to create that output.

The key to a NAP Framework is the logic. The point is to ensure that your theory of change—how you believe you will get from 19 percent of parliamentary seats being held by women to 50 percent of parliamentary seats being held by women—makes sense.

EXAMPLE

Developing a logical framework

Kenya's plan includes a logical framework structured around four impact objectives. For example, the first impact identified in the NAP is *"the prevention of violence against women and girls, in particular, prevention of sexual and gender-based violence, discriminatory practices, abuse, and exploitation."* This impact, like the other three, is supported by a series of outcomes and actions; e.g., the outcome *"increased capacity of security sector institutions to respond to threats of violence against women and girls and other vulnerable groups,"* is reinforced by the action *"providing specialized gender training for all National Police Service, Kenya Defence Forces, and civilian personnel deployed in conflict prevention and peacekeeping missions."* The framework also identifies responsible parties for each action and includes indicators.

It's worth noting that Kenya uses the terms impact, outcome, and action in place of outcome, mid-term outcome, output, and action. Each country may have different language around results-based design, and that's ok. The framework is key; and Kenya's framework gives us a clear vision of Kenya's theory of change—or how they believe each action will ultimately contribute to achieving the overarching impact objectives.

STEP 4 | Identify tools to measure progress

NAP FRAMEWORKS SHOULD INCLUDE INDICATORS THAT:

Verify whether the intended change is being achieved.

Are Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART).

Are both quantitative (objective) and qualitative (subjective).

The M&E field is often relatively unfamiliar to NAP implementers, as are M&E systems. Organizations frequently lack the time and money to collect data, as well as skills to analyze and report on it. A strong M&E system (discussed in more detail in Steps 5 and 6) addresses those challenges. While some may think of M&E as tedious and time-consuming, it's a helpful tool for showing results.

M&E is particularly essential to NAPs, in which responsibilities cut across institutions and structures and involve a broad range of actors both inside and outside the government. A strong M&E system can:

- **Improve policies and programs:** An M&E system provides reliable, timely, and relevant information on the performance of government, civil society, or private sector programs and policies. The data collected in an M&E system can help stimulate reflection, which contributes to improved planning and programming as implementers learn from experience and recognize what does and doesn't work. M&E systems also help identify unintended, but potentially useful results.
- **Strengthen commitment:** What is measured is more likely to be prioritized. The information institutions collect and analyze can be critical evidence for advocacy; it can help make the case about why UNSCR 1325 and NAPs are important.
- **Support partnerships:** M&E strengthens links between implementers, beneficiaries, and decision makers. Strong partnerships allow a group of diverse people to work together on the same set of objectives. This is especially important for NAPs, given that many of the people involved do not work in the same institutions or come from the same sector.
- **Encourage accountability:** M&E makes it possible for institutions to be held accountable for their commitments, provides a basis for questioning and testing assumptions, and increases transparency in the use of resources. An effective M&E system helps ensure accountability to the population, as well as to those providing resources. It enables implementers to demonstrate positive results and improvement, which in turn can increase popular and political support.
- **Build a foundation for sustainable investments:** M&E is more than an administrative exercise; it showcases project progress and provides a documented basis for raising funds and influencing policy.

Developing indicators

Once you've developed the appropriate outcomes and outputs for your action plan, you need to create tools for measuring progress (indicators) toward the intended change. Indicators 'indicate' that change is happening or not happening, as well as to what degree things are changing. Each outcome and output needs to be linked with one or more indicators to measure ongoing implementation.

Indicators have multiple functions. Most importantly, they demonstrate progress when implementation is going well. They also help to identify what changes you may need to make if implementation is not going well. Data from indicators can inform your decision-making process and aid you in evaluating your program or project effectively.

As with formulating outcomes, creating indicators should be a consultative, participatory process. While you may use pre-determined indicators, it is always best to collaborate on the indicators for your NAP. Developing good indicators requires the involvement of technical staff, as well as those making decisions or policy. While it can be time-intensive, this process ensures that the indicators are relevant and meaningful for the strategy and its implementers.

Indicators should be **SMART**: Specific, Measurable, Achievable, Relevant, and Time-Bound.¹¹ For each indicator, it is important to specify:

- the **unit of analysis** (e.g., the number of female police officers or the extent to which female police officers are included in strategy sessions);
- its **definition and disaggregation** (e.g., this indicator measures the number of civilian and uniformed female police officers currently serving in the National Police in any rank, disaggregated by age, county, and rank; or this indicator refers to the frequency with which female police officers are invited to senior staff meetings, not disaggregated);
- existing **baseline information** (e.g., currently 15 percent of the members of the National Police are women); and
- **target or targets** for subsequent comparison (e.g., 15 percent increase or 30 percent of the members of the National Police are women).

The Data Sourcing Matrix (Tool 2) captures this information and more. The Sample Indicator Worksheet (Tool 1) also helps verify whether you are on track for creating good indicators to monitor the progress of NAP implementation.

Differentiating between quantitative and qualitative indicators

Quantitative indicators are "countable." For example, you might count the number of women police officers recruited, or you might calculate change in the percentage of women in the police force. Qualitative indicators, on the other hand, capture experiences, opinions, attitudes, or feelings. Here, you might assess the extent to which citizens' perceptions of a police force change with an increased percentage of women represented.

Qualitative indicators yield more nuanced data on the progress of implementation. However, they are also more time- and resource-intensive to collect and analyze. Quantitative indicators are regarded as more objective and comparable across plans or sectors. Ideally, you will use a combination of qualitative and quantitative indicators to monitor implementation of the NAP.

¹¹ Marelize Albino and Jody Zall Kusek, *Making Monitoring and Evaluation Systems Work: A Capacity Development Toolkit* (Washington, DC: World Bank, 2009).

FIGURE 7 | Quantitative and Qualitative Indicators¹²

QUANTITATIVE INDICATORS	QUALITATIVE INDICATORS
Measures of quantity Number Percentage Ratio	Perception Opinion Judgments about something
E X A M P L E S	
# of women in decision-making positions Employment levels Wage rates Education levels Literacy rates	Women’s perception of empowerment Satisfaction with employment or school Quality of life Degree of demonstrated self-confidence in basic literacy
S O U R C E S O F I N F O R M A T I O N	
Formal surveys or questionnaires	Public hearings, testimonials, focus groups, attitude surveys, and participant observation

Example indicators are provided in Appendix C to guide you in creating your own. The examples are designed to help measure NAP impact and results in a realistic and feasible way. They build on, and complement, existing multilateral organization (UN, EU) and civil society (Global Network of Women Peacebuilders) indicator sets.¹³ Several of the UN indicators (or similar indicators) are incorporated within this set and marked with an asterisk. Since this guide is meant primarily for those measuring national-level data, UN indicators related specifically to UN systems and related activities are not included in Appendix C. Accordingly, countries should continue to measure against and report on all of the UN indicators. The list includes sections for externally- and internally-focused NAPs, as well as overarching indicators that could apply in any country.¹⁴

The indicators are not meant to be used without close reflection and assessment of their relevance, and they should align/be tailored to your country-specific NAP Framework. Aim for relevance and quality over quantity, limiting the list to ones that are essential and realistic given available resources. Remember, it is not necessary to use every indicator on the list and is fine to add new indicators using the tools in this guide.

12 UN Development Group, “Results-based Management Handbook: Strengthening RBM harmonization for improved development results,” Spearheaded by the RBM/Accountability Team, UNDG WGPI (2010).

13 UN Security Council Secretary-General’s Report S/2010/173, 6 April 2010.

14 Some NAPs are internally or domestically focused whereas others are externally focused (or both). The indicators are grouped into these categories to ensure that implementers have examples that can be adjusted to the circumstances.

TOOL 1 | Sample Indicator Worksheet¹⁵

Outcome to be measured:

Indicator selected:

Please check all that apply.		
1	Is the indicator SMART (Specific, Measurable, Achievable, Relevant, Time-bound)?	
2	Is it an accurate expression of the measure of change in the specific outcome, mid-term outcome, or output it is tied to?	
3	Does the indicator provide an objective measure?	
4	Can the indicator be disaggregated, as needed, when reporting on the outcome?	
5	Is there available data on the indicators to provide baseline and targets?	
6	Is the data collection required for the indicator feasible and cost-effective?	

Baseline and targets

To make indicators meaningful and be able to demonstrate progress as a result of NAP implementation, you need to record baseline data and targets for each indicator. The baseline tells us important information about the current situation; for example, the current percentage of women in the parliament. The target should be the number or value that you intend to reach by the end of NAP implementation. Targets can be broken down by year.

These two markers—baseline and target—are extremely important to understanding the difference the NAP makes. Without baseline data, results are hard to interpret and targets are not meaningful. Without specific targets, implementation can easily stall or go off track due to lack of clarity about where you are headed.

You can collect baseline information from statistical reports, previous reviews or assessments on the status of women by domestic or international institutions, or civil society materials. You should set targets for the NAP through a broad-based consultation with all implementing partners. It is best to set realistic and feasible targets rather than over-reaching and then failing to meet those values.

EXAMPLE

Indicators

Ukraine's NAP, like most of the other examples shared in this guide, is organized around a logical framework. To track progress, the Ukrainian NAP includes objectively verifiable indicators (both qualitative and quantitative) organized in a matrix. The indicators are time-bound and include annual target numbers. The inclusion of these indicators will allow Ukraine to track progress toward outputs and outcomes identified in their NAP.

¹⁵ Adapted from Jody Kusek and Ray Rist, *A Handbook for Development Practitioners: Ten Steps to a Results-based Monitoring and Evaluation System*, (Washington, DC: World Bank, 2004).

STEP 5 | Create a monitoring and evaluation plan

M&E PLANS ADDRESS:



There are several benefits to having an M&E plan. It forms the core of an M&E system. It serves as an instruction manual for the monitoring process, guiding M&E activities throughout implementation. It simplifies coordination among relevant parties by documenting all M&E-related mechanisms, responsibilities, and resources.

Before implementation of the action plan

For your organization to effectively monitor NAP progress, implementers should make sure that data collection and analysis mechanisms are in place. This should be completed after NAP outcomes and indicators have been developed and baselines and targets set, but before implementation of the action plan or program starts. The process includes the steps outlined in Figure 8.

Monitoring is a continuous function that uses systematic data collection on specified indicators to provide implementers of a policy or program with signs of the extent of progress—including in the use of allocated funds—and achievement of objectives.¹⁶

FIGURE 8 | Monitoring Steps



To make these elements functional and ensure proper coordination among them, you need a roadmap: **the M&E plan**. The M&E plan is the document that encompasses all these elements (and more) and provides guidance on how to monitor NAP implementation.

Creating an M&E plan for the NAP

Once organizations have set indicators, baselines, and targets for the NAP implementation process, it's important to lay out M&E activities, documents, roles, and the relevant policy framework in one comprehensive document.

The core of the NAP M&E plan is the planning framework, which should include a/the:

- NAP Framework in Figure 5 (customized to the country context);
- List of NAP-related indicators with baselines and targets;
- Description of the data collection, management, and analysis mechanisms, tasks, and related responsibilities (see Tool 2);
- Reporting guidelines and requirements;
- Outline of the timeframe and budget for implementing the M&E plan or each organization's monitoring action plan); and
- Explanation of how the data will be used by implementing agencies and in M&E partnerships with civil society and other agencies.

Formulating the components of a NAP M&E plan should be a joint, consultative exercise. The M&E unit, the department/individual in charge of planning, or an inter-agency working group can coordinate the drafting process, with regular consultation and final approval from the participating agencies. Ensuring ownership for all actors involved is particularly important. To make sure each partner participating in the NAP implementation follows the M&E plan, it needs to be meaningful and realistic for all of them.

Both civil society and policymakers have important roles in all stages of M&E. Here, the policymaker's role is particularly critical. He or she must make sure that (1) the necessary mandates and policies related to M&E exist; (2) resources are budgeted appropriately for M&E within the NAP budget; and (3) the people involved understand the necessity and importance of doing the work.

During implementation

As the NAP implementation begins, so do M&E activities. The individuals or departments in charge start regular data collection; they then manage and analyze the information gathered and submit the results of that analysis at the end of each reporting period. The NAP M&E plan outlines the reporting timelines and requirements, as well as additional resources, such as:

- **Organizational policies or strategies that outline M&E mandates, roles, and authorities.** These can include M&E as part of a job description, or an agency-wide policy document on the role of M&E for NAP success and its place within the organization.
- **Assigned budget for M&E implementation.** The NAP M&E plan will remain nothing but a piece of paper unless there are financial resources allocated and disbursed. Monitoring might not take place at all or will, at best, be opportunistic without any funds behind it.
- **Human capacity.** The body or working group that coordinates the NAP implementation, as well as the other agencies involved in it, should be appropriately staffed. Monitoring can be time-consuming and requires expertise. (All departments and individuals involved should be informed and, if necessary, trained in data

collection, analysis, and reporting procedures and the relevant standards.) It is important that skilled individuals be assigned to these roles to the extent possible. Without the right people, or any people at all, the utility and sustainability of an M&E system are significantly hindered, and it will produce no information on the NAP implementation process.

Monitoring data and reports will be crucial for any evaluation or review that takes place midway or at the end of NAP implementation. Continuously collecting and analyzing data ensures that such assessments have information readily available on the process and the performance of implementing agencies.

EXAMPLE

M&E plan

Ireland's second national action plan includes a monitoring framework. This framework contains a series of quantitative and qualitative indicators for each activity outlined in the plan. To facilitate implementation of this framework, Ireland has also created a monitoring and oversight group. This group is charged with reviewing implementation, ensuring the regular dissemination of updates to wider communities of stakeholders, and incorporating the perspectives of women affected by conflict into the ongoing work of the group. Members of the pertinent statutory bodies, as well as representatives of academia and civil society, compose the group, which is slated to meet four times a year. The group will publish a progress report two years after the initiation of the plan and again at the end of the plan. The inclusion of this detailed information about the substance and aims of their monitoring framework prepares implementers to effectively contribute to monitoring and evaluating progress of Ireland's NAP. Because they're aware of what information will be collected, and when and how it will be used, they'll be able to anticipate rather than react to the needs of the monitoring group.

TOOL 2 | Sample Data Sourcing Matrix

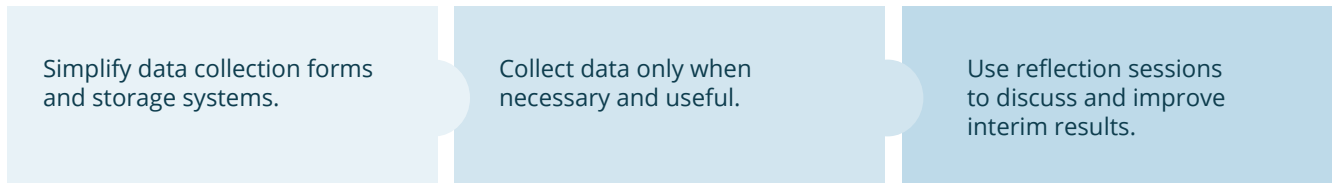
Indicator	Indicator Type	Definition, Unit of Measurement, Disaggregation	Data Source	Data Collection Method	Data Collection Frequency	Responsible Party	Baseline Value	FY1 Target	FY2 Target	FY3 Target
Outcome 1										
Indicator 1-1										
Mid-term Outcome 1.1										
Indicator 1.1-1										
Indicator 1.1-2										
Output 1.1.1										
Indicator 1.1.1-1										
Indicator 1.1.1-2										
Output 1.1.2										
Indicator 1.1.2-1										
Indicator 1.1.2-2										

TOOL 3 | M&E Plan Checklist¹⁷

SECTION I: Introduction (background; mandate of the plan; authority of the M&E system; objectives of the M&E system)	
SUGGESTED CONTENT	INCLUDED?
Objectives of the M&E plan and long-term vision	Yes No
Structure of the M&E plan	Yes No
Reference to relevant policy frameworks that spell out M&E authority and mandates	Yes No
If applicable: linkages to other M&E systems	Yes No
SECTION II: The core of the M&E system (basic information on how to measure, collect, and analyze data within the M&E system)	
SUGGESTED CONTENT	INCLUDED?
NAP Framework	Yes No
Data Sourcing Matrix:	
Indicators, definition, type	Yes No
Baseline and targets	Yes No
Data sources, collection method, frequency, and responsible party	Yes No
Data analysis method, frequency, and responsible party	Yes No
Reporting responsibilities, forms and timelines, and dissemination strategy	Yes No
SECTION III: Managing the M&E system	
SUGGESTED CONTENT	INCLUDED?
Capacity building – current and potential, planned capacity building (if applicable)	Yes No
M&E partnerships – inventory of actors involved in M&E; mandate of a coordinating body for M&E (if applicable); partnership mechanisms and communication channels for M&E	Yes No
Costed M&E work plan and budget – description of the link between M&E planning and government budgeting	Yes No
M&E plan revision – description of the process, tools, and timeline	Yes No
Communication and advocacy for M&E – key target audiences and messages; communication strategy (if applicable)	Yes No
Databases – description of existing data inventory systems and linkages	Yes No
Information use to improve results – description of information products (evaluation, reports, studies) and communication strategy	Yes No

STEP 6 | Make monitoring work

TO IMPLEMENT AND MEASURE PROGRESS:



The M&E system is the policies, practices, and processes that enable you to collect, analyze, and use M&E information regularly.¹⁸ The terms “M&E system” and “M&E plan” are often used interchangeably, but they represent different things. If the M&E plan can be thought of as an instruction manual, then the M&E system is the dashboard. One tells you step by step what you’ll need to do to operate the system; the other is the system.

In your M&E plan, you should have spelled out what kinds of data collection procedures you’ll use for each indicator. Perhaps, for example, you indicated you’ll collect data on training activities at the conclusion of each training event. But, what if there are multiple activities related to training and multiple ministries sponsoring such activities? How will you be sure that information provided by the Ministry of Defense, for example, is comparable to information provided by the Ministry of Interior? Here’s where the system of M&E policies, practices, and procedures becomes necessary.

There are five ways organizations typically collect data: document review, observation, surveys, interviews and focus groups, and reflection sessions. You do not have to use all five—you should select those methods most appropriate to your needs and available resources.

Document review

You may have a NAP objective related to drafting legislation that would establish a quota for women’s participation in elected office. Or perhaps an objective related to drafting policies that would prioritize the recruitment and retention of women in security forces. To measure progress, you may need to review and analyze written documents (e.g., the legislation, policy, and supporting documents) to determine how much progress was made. Document review can become overwhelming if you don’t specify, at the outset, which documents you’ll examine, when they must be submitted, and who will assess the information contained therein.

Observation

There may be kinds of data for which collection by observation is appropriate. For example, you may have an objective related to conducting outreach in local communities on the importance of women’s participation in conflict prevention. It may be logistically difficult or too costly to collect survey data, so you might choose to have project implementers, facilitators, or other on-site staff complete a form after each event noting how many people attended, highlighting any key areas of discussion or interest and any challenges or gaps in information they observed, and assessing (from their direct perspective) how successful the event was. These forms and the process for submitting them should be defined in advance. This will ensure that you receive consistent information that can be more easily evaluated and summarized.

18 Nigel Simester, “Developing M&E Systems for Complex Organizations: A Methodology,” (Oxford, UK: INTRAC, November 2009).

Surveys

This commonly-recognized tool is a means for collecting information from or about people to describe or explain their knowledge, behaviors, or attitudes. For example, you may have an objective related to increasing women's interest in the security sector as a career choice. Obtaining baseline data related to how women perceive the security sector and how likely they are to pursue a career, then measuring these perceptions and attitudes over time, could be an excellent way to evaluate progress on this objective. Remember, there is a great deal of variety in surveys. They can be very formal—administered by a third party using rigorous analytical guidelines as part of a structured evaluation. Or they can be very informal—administered by project staff as part of regular, ongoing monitoring. When done formally, surveys can be an expensive tool. To ensure your sample is representative and design questions that will elicit the information you need to be sure of your results, it's not uncommon for countries to hire experts to create, execute, and analyze such surveys. However, with the plethora of survey construction tools (software and Internet-based services) and the growing availability of mobile survey applications, it's also possible to create and analyze your own surveys. Be sure, however, to have someone with M&E expertise review any survey instrument prior to using it in the field. Consistency in questions (e.g., baseline to output to mid-term to long-term) is important, as are many other factors. For additional information and training on how to design and execute effective surveys, visit openknowledge.worldbank.org.

Interviews and focus groups

These methods are quite similar—the only distinguishing factor is that an interview is conducted one-on-one, while a focus group is simply a group interview. Both are excellent ways to obtain detailed qualitative data. However, the structure is essential. You need to consider carefully whom you will include, what questions you'll ask and in what order, who will facilitate, and who will analyze the data. Typically, focus group discussions last from one to two hours and consist of no more than 15 people (ideally 8-10); one-on-one interviews are usually a bit shorter, 45 to 90 minutes. Often, experts will advise that focus groups be homogenous (e.g., people representing similar backgrounds). That means for any single issue you may need to conduct multiple focus group interviews to ensure you have a full range of perspectives on a given topic (unless your target audience is very narrow). Similarly, you may need to conduct multiple interviews representing a variety of groups to obtain sufficient data. For example, focus groups or one-on-one interviews could be an alternative to a survey instrument for the example above related to measuring women's perceptions of the security sector as a career option.

Reflection sessions

Another method gaining popularity is group reflection. This is similar to a focus group, but involves elements of direct observation as well. Here, you are typically gathering individuals directly involved in implementing or overseeing NAP activities to reflect on the successes, challenges, and lessons learned in the previous period of implementation. For example, you might choose to hold reflection sessions at certain points throughout the year (e.g., semester or quarterly). They do not function as a replacement for the other methods of data collection; rather, you would typically summarize all data submitted up to that point, share that in advance of (or at) the reflection session, and discuss it together. Reflection sessions are an excellent way to ensure that you're not only collecting the data, you're using it. These can be formal exercises, facilitated by a third party, or informal sessions moderated by a member of the NAP coordination body.

Most likely, you'll use a combination of some or all methods of data collection. The key to success, however, is to minimize the burden of reporting and analysis so that you use this information. Through our research and work with NAP implementers, the most common complaint about M&E is that the process of collecting, analyzing, and reporting data becomes so burdensome that it takes more time than the implementation of the project itself. If that happens, you're no longer using M&E data to improve programs, and you need to examine ways to adjust your use of the system to ensure that implementers are benefiting from the information.

You can mitigate this challenge in several ways. The key is to remember that more is not necessarily better: Emphasize quality over quantity of data, and be sure to regularly check your data calls against your needs. Are you using the information you collect to make better decisions about your activities? If not, why not? Make the process as simple as possible and as useful as possible. While external stakeholders may drive some of your M&E decisions, the ultimate and most important stakeholder is you, the implementer. What do you need to know to ensure your activity has a maximum positive impact? Below, we've included some tips on ways to keep the data collection process streamlined. For more information, including sample data collection forms, see Appendix C.

FIGURE 9 | Ways to Mitigate Data Collection and Analysis Challenges

1 PROVIDE SIMPLE, STANDARDIZED FORMS
Simple forms make it easier for implementers to report and for M&E managers to analyze data. They can be paper or online forms; whatever is easiest and most appropriate in your context.
2 MINIMIZE THE FREQUENCY OF COLLECTION
If your NAP spans four years, for example, you need only collect outcome-level data twice (at the beginning and end); mid-term data three times (beginning, middle, and end), and output data on an annual or semi-annual basis.
3 CREATE GUIDELINES FOR FORMAL REPORTS
If you're required by your parliament (or equivalent) to submit annual progress reports, decide ahead of time what the report will look like, and share the format with all implementers in advance. That way, they'll know how the information will be used, which helps clarify what's important to collect.
4 ESTABLISH SIMPLE DATA STORAGE SYSTEMS
Something as simple as a Google form and Excel spreadsheet can easily be used to submit, store, and analyze information. The easier you make it for individuals and organizations to submit data, the easier it will be for you to collect and analyze it.
5 CONDUCT REFLECTION SESSIONS
Many implementers don't want or need to read analysis of the sort you'll send to external stakeholders. Rather than generating unnecessary reports, use reflection sessions as a means of discussing interim progress (in place of more formal reporting). These sessions should be structured, but can allow for open discussion of challenges, successes, and lessons learned.

STEP 7 | Evaluate the NAP

EVALUATIONS SHOULD:

Inform policymakers, managers, and the public if interventions are leading to designed results.

Build organizational knowledge and capacity.

Strengthen accountability.

Monitoring is a routine activity undertaken throughout the life of a program or policy, supplying implementers with a continuous flow of data about program performance. It helps us understand progress toward the outcomes the NAP seeks to achieve. Evaluation, on the other hand, is a systematic and objective assessment of a planned, ongoing, or completed project, program, or policy in relation to a particular set of evaluation criteria and standards of performance.¹⁹ Evaluation allows implementers to understand to what extent the change the NAP has achieved can be attributed to the activities they undertook. The aim of an evaluation can also include assessing the efficiency, effectiveness, impact, and sustainability of the NAP. Evaluation reports are crucial for evidence-based policymaking, as they provide information that can improve the decisions made by implementers, policymakers, and funders.

An evaluation or review of the NAP can help you answer the following questions, for instance:

1. What is the progress made toward the NAP's outcomes? What are the achievements and the challenges that remain?
2. What and where are the gaps where NAP objectives have not been met?
3. What adjustments should be made to the NAP to address any gaps and reflect the changing international environment with respect to women and girls in conflict situations?
4. How can NAP partner departments better define actions; plan and execute for results; and track, monitor, and report on actions and indicators?
5. How can the NAP be better utilized as a guide for planning, conducting, and monitoring and reporting of women, peace, and security activities?

Evaluation helps determine the worth or significance of an activity, policy, or program and may include an assessment of the quality of the planning and implementation processes. In cases where results are difficult to measure, evaluations may focus entirely on process-related questions. Evaluation studies and research on performance also build organizational knowledge and capacity, and can provide the public with information on the impact of the project or policy. They can serve as evidence and proof of accountability for other partners, such as donor agencies or external organizations. In addition, by providing the opportunity to stand back and reflect on strategies and results, evaluation helps further the dialogue among implementing partners.²⁰

¹⁹ Definition adapted from *Glossary of Key Terms in Evaluation and Results Based Management* (Paris: OECD, 2002).

²⁰ Stefan Molund and Göran Schill, *Looking Back, Moving Forward a SIDA Evaluation Manual, 2nd ed.* (Stockholm: SIDA, 2004).

Types of evaluations

In preparing to evaluate your NAP, it is essential to identify implementing partners and consider how they should participate in the process.

The key questions to consider are: (1) who is in charge of formulating the evaluation questions? (2) who is responsible for designing and implementing the evaluation process? and (3) how will you disseminate and use the evaluation (all or some of its components)?²¹

Depending on the answers to these questions, the evaluation will follow one of these models: external, internal, or participatory.

An external evaluation of the NAP is conducted by someone outside of the implementing organization, program, or policy, with no stake in the results. An internal evaluation is managed by someone who is organizationally attached to the program or policy. While internal evaluators may have a deeper understanding of the NAP context and be better positioned to facilitate the use of evaluation and learning within the implementing agencies, they may also lack credibility with external audiences and may not be able to fully serve the purpose of accountability. Internal and external evaluations require different types of resource allocation, with external evaluation requiring more financial resources and internal evaluation relying on human capacity and time commitment.

In participatory evaluations, evaluators act as facilitators or instructors to help the implementing partners make assessments about the value of the program or policy.²² Developing a common understanding among partners about the outcomes of, and methods for, implementation is a pre-condition to this type of evaluation, as is a participatory approach to designing and delivering activities and services.

Methods for evaluation

Different evaluation methods are appropriate for answering different kinds of questions. Implementers, evaluation managers, and other partners should work together to define the types of information they need about NAP implementation. Once you identify what you would like to know about the NAP implementation, process, results, and lessons learned, you will be able to choose the appropriate method. Figure 10 lists the most common evaluation types.

Footnote #24 is ghosted

EXAMPLE

Evaluation

All of the examples cited in this guide (except those countries on their first NAP: Kenya, Jordan, and Ukraine) used evaluation as a tool to improve their second or third NAPs. Some, like Canada and Ireland, contracted independent mid-term reviews of their progress. Others, like Bosnia and Herzegovina, contracted independent final reviews. All engaged in internal review practices that contributed toward evaluation of mid-term and overall progress, including some of the tactics and methodologies discussed above (such as reflection sessions). These practices have enabled each country to continually improve the results of their women, peace, and security strategies, and further global progress toward achieving the objectives outlined in UNSCR 1325.

²¹ Ibid.

²² Ibid.

FIGURE 10 | Common Evaluation Types²³

TYPE OF EVALUATION	WHAT IS IT?	WHY DO IT?	WHEN TO DO IT?
Formative Evaluation	Identifies the strengths and weaknesses of a policy before the start of implementation. The purpose is to increase the chance of policy success.	Allows for changes before full implementation begins and increases the likelihood that the policy will succeed.	During the development of a new policy; when an existing policy is being revised or used in a new setting.
Process Evaluation	Documents and assesses processes and tasks related to program or policy implementation.	Provides tools to monitor implementation quality, which is critical to maximizing the intended benefits and demonstrating strategy effectiveness.	From the start of implementation; during implementation.
Rapid Appraisal	Provides information in a timely and cost-effective manner by using both qualitative and quantitative methods in a less structured way. ²⁴	Allows for quick, real-time assessment and reporting and provides decision makers with immediate feedback on the progress of a given project, program, or policy.	When descriptive information is sufficient to policymakers; the primary purpose of the study is to generate suggestions and recommendations; or when available quantitative data must be interpreted.
Summative or Outcome Evaluation	Determines the extent to which outcomes were produced. It is intended to provide information about the worth of the policy.	Indicates whether the policy is being effective in meeting its objectives.	At the end of a policy (or a phase of that program or policy).
Economic Evaluation	Measures how efficiently resources have been—and should be—allocated to maximize impact.	Provides managers and funders with a way to assess effects relative to costs.	At the planning stage, using cost estimates/projections, and/or during operation of a program, using actual costs.
Impact Evaluation	Attempts to identify the changes that took place, and to what they can be attributed. It refers to the final (long-term) impact as well as to the (medium-term) effects at the outcome level.	Provides evidence for use in policy, funding, and future programming decisions.	During the operation of an existing policy at appropriate intervals; at the end of a program.

²³ Figure based on Albino and Kusek. *Making Monitoring and Evaluation Systems Work*; UNDP “Handbook on Planning, Monitoring and Evaluating for Development Results,” (New York: UN Development Programme, 2009); Molund and Schill, *Looking Back, Moving Forward*; and Kusek and Rist, *Ten Steps to a Results-based Monitoring and Evaluation System*.

²⁴ (a) key informant interviews; (b) focus group interviews; (c) community interviews; (d) structured direct observation; and (e) surveys.

STEP 8 | Use M&E information to improve and promote high-impact naps

COMMUNICATING RESULTS CAN:

Improve under-performing and promote well-performing programs.

Build public support for the NAP domestically and internationally.

Attract financial investments and inspire the next generation of high-impact NAPs.

Monitoring NAP implementation is a means to an end: The data provides information to help you solve implementation challenges and improve practices. This requires ongoing data collection, analysis, and reporting. However, if not used, the data and the reports alone are meaningless. The worth of the M&E system becomes evident when results are systematically disseminated and used by implementers. Whether this happens generally depends on organizational willingness, capacity, culture, politics, and the nature of decision-making processes. With strong leadership, you can cultivate an organizational environment where relying on data for decision making, learning, and strategic planning becomes a habit.

Reflecting on data can facilitate decision making in multiple ways. Inviting other actors, such as civil society organizations, to consider findings will provide you with different perspectives and further insights on NAP implementation. In Steps 1 and 6 of this guide, we outlined the many ways in which data can help organizations improve policies and programs, and identify solutions to challenges encountered during the process.

When data is shared externally, however, it can also help:

- Create a shared understanding of issues and successes, and enhance cooperation with partners;
- Showcase your country's achievements and best practices; and
- Build public support for the NAP domestically and internationally.

Effective communications is a critical component of NAP implementation. Disseminating results helps ensure transparency, strengthen collaboration, and attract financial investments. To be effective, implementers need to identify their (1) target audience and (2) communications objectives. Conducting a stakeholder analysis can help ensure the success of your communications strategy.

Tailoring the nature and content of an information product to the end users' needs will facilitate its accessibility and use.²⁵ Information aimed at the general public about the results of NAP implementation after the first year, for instance, might include an overview or highlights of an evaluation or technical report that can be easily disseminated via mass media (e.g., print, radio, television, and/or social media). Reports for donors or partner countries can be more technical and detailed, highlighting relevant strategy information. The profile of target audiences, as well as the prospective communications products, should ideally be outlined in the NAP M&E plan (see Step 5 for more details).

Using data from the M&E system closes the M&E cycle: It feeds into designing and planning the next round of implementation. The elements and processes described in this toolkit will help you build a sustainable and functional M&E system, enabling you to continuously improve or adjust your NAP, generate evidence of its results and impact, and inspire the next generation of high-impact NAPs. Many countries share public progress reports, including, but not limited to, Canada, Cote d'Ivoire, Finland, and Nepal.

EXAMPLE

Communicating results

Global Affairs Canada (GAC) compiles an annual report to review the progress of its national action plan. Within the report, GAC identifies recent accomplishments and actions to advance the women, peace, and security agenda and lays out updated actions and indicators. The report is available online to the public. In addition to the annual progress report, the Standing Committee on Foreign Affairs and International Development has submitted a total of three reports to Canada's government (since the inception of Canada's NAP in 2010) which detail the progress and remaining challenges of women's meaningful participation in conflict resolution. Its most recent report, *An Opportunity for Global Leadership: Canada and the Women, Peace, and Security Agenda*, included recommendations for Canada's government to advance the UNSCR women, peace, and security resolutions. To compile the report, the committee received testimony and written briefs from members of the GAC, NAP partners, NGOs, academics, and practitioners. Canada's efforts to measure progress and share results encouraged a collaborative approach to the drafting of their latest NAP, which incorporates lessons from the reports and testimony summarized above.

Afterword

The task of developing a high-impact NAP may seem daunting. Measuring the impact of such complex, far-reaching strategies is certainly a big job. However, it is by no means an impossible undertaking; and it is of vital importance to the future of Resolution 1325 that we work together, as a community, to support higher impact strategies.

To that end, we hope that this guide proves useful to you—and we really want you to share your experiences using it, ideas for improving it, questions, or any other information about this guide you'd like to communicate. You can contact us at info@inclusivesecurity.org or visit inclusivesecurity.org

By using effective results-based design and M&E practices to demonstrate the value of this work, we'll build a stronger commitment to NAPs, women's inclusion, peace, and security.

DEFINITIONS OF KEY TERMS

Capacity building

Targeted training to improve stakeholders' knowledge and skills for effective implementation of a strategy, policy, or program.

Culture of inclusion

An environment in which the distinct roles of, and impacts on, women and men are considered and the input and participation of both is a priority across social and political structures.

Gender

The social attributes and opportunities associated with being male and female, and the relationships between women, men, girls, and boys. These elements are socially constructed and context- and time-specific. Gender is often used as a lens to better understand the differences and inequalities that exist between individuals and groups in society.²⁶

Gender mainstreaming

A strategy for ensuring that gender perspectives and attention to the goal of gender equality are central to any planned activity (e.g., policy development; research; advocacy/dialogue; legislation; resource allocation; and planning, implementation, and monitoring of programs and projects).²⁷

Gender-based discrimination

Unjust or unequal treatment of an individual or group based solely on identification as female or male.

High-impact national action plan

A NAP resulting from an inclusive process that provides for full and meaningful participation of women in processes and decisions related to security; has timelines and mechanisms for public accountability; and reserves priority funding. High-impact NAPs have the potential to compel governments, multilateral institutions, and civil society to develop coordinated, actionable policy changes and deliver sustained results.

Human security

A people-centered view of security. It emphasizes the everyday safety of populations through improved public services and programs to combat poverty. It addresses key issues, such as health, environment, economy, society, education, and community. Human security not only protects, but empowers people and societies as a means of security. By focusing on the individual, the human security model aims to address the security of both men and women equally.²⁸

Impact

The long-term effects (positive or negative, intended or not) on stakeholders, institutions, and the environment to which a given activity, program, or project contributes.²⁹

Indicator (quantitative and qualitative)

The quantitative or qualitative variables that provide a simple and reliable means to measure achievement, reflect the changes connected to an intervention, or help assess the performance of an organization against a stated outcome.³⁰

Input

The financial, human, and material resources required to implement a policy or program.

26 "OSAGI Gender Mainstreaming - Concepts and Definitions." UN News Center. Accessed October 22, 2014.

27 Ibid.

28 Khadija Haq, "Human Security for Women," in Majid Tehranian, *Worlds Apart: Human Security and Global Governance* (London: I.B. Tauris in Association with the Toda Institute for Global Peace and Policy Research, 1999).

29 Albino and Kusek. *Making Monitoring and Evaluation Systems Work*.

30 Kusek and Rist, *Ten Steps to a Results-based Monitoring and Evaluation Systems*.

Mid-term outcome

The intermediate results of outputs on beneficiaries; the results a policy or program achieves mid-way through implementation that are necessary and sufficient to eventually achieve the outcome.

Monitoring and evaluation plan

The M&E plan documents all aspects of the M&E system. An M&E plan is a comprehensive narrative document on all M&E activities. It describes the key M&E questions to be addressed; what indicators are to be measured; how, how often, from where; as well as the indicator data that will be collected, including baselines, targets, and assumptions; how the data will be analyzed or interpreted; how or how often reports on the indicators will be developed and distributed; and how the 12 components of the M&E system will function.³¹

Monitoring and evaluation system

The human capacity, data collection, reporting, and evaluation procedures and technology that interact to provide timely information for the implementers of a project, program, or policy.

Outputs

The deliverables: the products, goods, or services that result from a program or policy. Outputs, therefore, relate to the completion (rather than the conduct) of activities and are the type of result over which managers have a high degree of influence.³²

Outcome

The actual or intended changes in development conditions that a policy or program is seeking to support.³³ They describe a change in conditions between the completion of outputs and the achievement of impact.

Results

The changes in a state or condition that derive from a cause-and-effect relationship. There are three types of such changes (positive or negative, intended or not) that can be set in motion by a development intervention: outputs, outcomes, and impacts.³⁴

Results-based management

A management strategy focusing on performance and achievement of outputs, outcomes, and impacts.³⁵

Results chain

The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives, beginning with inputs.³⁶

Stakeholder analysis

The examination of all actors potentially involved in or impacted by program or policy implementation. Particular attention is paid to the flow and methods of communication among actors.

Target

Specifies a particular value for an indicator to be accomplished by a specific date in the future.³⁷

31 Greet Peersman and Deborah Rugg, "Basic Terminology and Frameworks for Monitoring and Evaluation." (Geneva: UNAIDS, 2010).

32 "Glossary of Key Terms in Evaluation and Results Based Management," (Paris: OECD, 2002).

33 UNDP, "Handbook on Planning, Monitoring and Evaluating for Development Results."

34 Patrick Gremillet, "Results Based Management," UN Development Programme presentation at Bratislava Regional Center. August 2011.

35 Ibid.

36 UN Development Group, "Results-Based Management Handbook."

37 Ibid.

APPENDIX A: Resources for Action

Inclusive Security's work supporting national action plans is based on the premise that governments will create high-impact NAPs if they understand their value, are properly equipped to create and implement them, and experience consequences for failing to do so. Inclusive Security works alongside governments and civil society around the world to:

- **Leverage and share expertise:** Inclusive Security excels at bringing people together to solve complex problems. We've launched the unique and highly impactful NAP Academy series—convenings that are part workshop, part training, part exchange—bringing government and civil society leaders together with technical experts to dig into key challenges related to designing a high-impact NAP.
 - *Convened more than 30 countries and 150 participants to share experience and good practices in Nairobi, Kenya; Washington, DC; Vienna, Austria; and Chisinau, Moldova.*
- **Bolster commitment through collaboration:** Along with our partners and other collaborating organizations, we assembled a library of NAP resources, which are available on our National Action Plan Resource Center at actionplans.inclusivesecurity.org.
 - *Delivered a wide range of research and reports and designed creative, innovative ways to tell the “story of NAPs.”*
- **Build implementer capacity:** Upon request, we can deploy experts to work directly with implementers. These “engagements” reflect the cooperative principle of inclusivity that is the foundation of our approach. Each engagement is customized to fit the country's needs.
 - *We've worked directly with more than a dozen countries including Afghanistan, Bosnia and Herzegovina, Brazil, Canada, Finland, Indonesia, Jordan, Liberia, Moldova, Montenegro, Nigeria, Serbia, and the US.*
- **Measure what matters:** With scarce public resources, governments can't afford to fund initiatives that fail to show results. An effective M&E system that produces relevant data will demonstrate to the international community what activities are most effective. Inclusive Security's staff has particular expertise helping implementers design practical M&E strategies.
 - *Nearly all our engagements have included a strong emphasis on developing effective, practical monitoring and evaluation plans and systems.*

If you have additional questions or need further assistance, you can contact us at info@inclusivesecurity.org or visit inclusivesecurity.org

Relevant international conventions and guiding frameworks

In addition to **UNSCRs 1325** and **2122**, there are several international conventions and guiding frameworks that call for strategies to address gender dynamics in armed conflict, as well as other relevant M&E frameworks. The UN Security Council has continued to emphasize the specific needs of women, men, girls, and boys through a series of resolutions. The resolutions together reinforce international recognition of the need to take action and to implement monitoring and evaluation techniques that track international progress.

UNSCR 1820 (2008): “Demands cessation of sexual violence against civilians in armed conflict.”

UNSCR 1882 (2009): Requires that parties inflicting sexual violence on children in armed conflict be reported to the UN Secretary-General.

UNSCR 1888 (2009): Asks for state-level annual reports to provide details on the perpetrators of any sexual violence. In addition, it requires that the UN Secretary-General take action to effectively monitor and track international efforts to end sexual violence against women and children in conflict.

UNSCR 1889 (2009): “Urges Member States to ‘ensure gender mainstreaming in all post-conflict peacebuilding and recovery processes and sectors.’ To operationalize this goal, the resolution encourages UN peacekeeping forces to mobilize resources to advance gender equality and women’s empowerment. It requires a transparent allocation process for these funds and careful tracking of their application. Finally, it calls on the Secretary-General to develop a set of indicators to track international progress to advance UNSCR 1325.

UNSCR 2106 (2013): Recognizes the need for more data collection and evidence of impact to further gender equality and women’s empowerment in peace efforts and conflict resolution. It calls for more systematic monitoring, analysis, and reporting on actions to end sexual violence.

Furthermore, there are international guidelines to advance gender equality and women’s empowerment that are not specific to conflict-affected regions.

UNSCR 2242 (2015): Calls for renewed commitment to women’s participation and articulates specific recommendations for making NAPs more sustainable.

Convention to End All Forms of Discrimination Against Women (CEDAW): Adopted by the UN General Assembly in 1979, CEDAW requires that ratifying countries end all discrimination against women. To date, 187 countries have ratified the convention and are bound to its tenets. Countries are required to submit a status report to the UN Secretary-General every four years to track implementation efforts. According to the PeaceWomen Programme, many of CEDAW’s requirements align with the women, peace, and security agenda, such as:³⁸

- The demand for women’s participation in decision making at all levels;
- The rejection of violence against women;
- The equality of women and men through the rule of law;
- The protection of women and girls through the rule of law;
- The demand on security forces and systems to protect women and girls from gender-based violence;
- The recognition of the distinctive burden of systematic discrimination; and
- The assurance that women’s experiences, needs, and perspectives are incorporated into the political, legal, and social decisions that determine the achievement of just and lasting peace.

Sustainable Development Goals: In September 2015, the UN released 17 sustainable development goals (SDGs) for the global community to jointly work toward over the next 15 years. The goals do not explicitly address women's inclusion in peace and security, but SDGs 5 and 16 contain relevant targets and are a good resource for indicator development.

Paris Declaration on Aid Effectiveness: At a high-level forum in March 2005, ministers of developed and developing countries responsible for promoting economic growth, along with heads of relevant multilateral and bilateral development institutions, released this declaration to improve aid effectiveness. The document outlines a strategy for increased efficiency and transparency of aid. It identifies five core elements in this effort:³⁹

- 1. Ownership:** Partner countries exercise effective leadership over their development policies and strategies and coordinate development actions;
- 2. Alignment:** Donors base their overall support on partner countries' national development strategies, institutions, and procedures;
- 3. Harmonization:** Donors' actions are more harmonized, transparent, and collectively effective;
- 4. Managing for Results:** Resources are managed, and decision making improved, with an eye toward results; and
- 5. Mutual accountability:** Donors and partners are accountable for development results.

The declaration includes a monitoring system to track aid effectiveness and ensure that each of these five elements is prioritized in development policies and programs.

Accra Agenda for Action: In 2008, the Accra Agenda for Action (AAA) was developed to advance progress toward the goals set by the Paris Declaration on Aid Effectiveness three years prior. The AAA recognizes that, while progress is underway, there is room to accelerate impact. It identified, and outlined specific steps for addressing, three target challenges:⁴⁰

1. Improving country ownership of development policies and programs;
2. Building more effective and inclusive partnerships; and
3. Achieving development results and using consistent monitoring techniques to track progress.

In addition to these international frameworks, several regional organizations have also adopted strategies or action plans to advance UNSCR 1325 (and other relevant frameworks). This is not an exhaustive list, but includes a few key examples:

- **OSCE Action Plan for the Promotion of Gender Equality (2004):** Following the launch of the Action Plan, OSCE's Office for Democratic Institutions and Human Rights developed an implementation strategy (2006) outlining steps to promote the plan's implementation. The strategy focuses on developing women's leadership, building coalitions to promote equal opportunities for women in political and public life, promoting cooperation between and among civil society and government, preventing domestic violence, and developing national gender expertise.
- **African Union Gender Policy (2009):** Provides a mandate for, and is accompanied by, a comprehensive action plan. The purpose is to establish a clear vision, make commitments to guide the process of gender mainstreaming and women's empowerment, and influence policies, procedures, and practices which will further accelerate achievement of gender equality, gender justice, nondiscrimination, and fundamental human rights in Africa.
- **North Atlantic Treaty Organization (2014):** Action plan for the implementation of NATO and Euro-Atlantic Partnership Council Policy on Women, Peace, and Security. Key areas include the integration of a gender perspective in the areas of arms control, building integrity, children in armed conflict, counterterrorism, and human trafficking. The action plan covers a period of two years ending in June 2016.

39 Paris Declaration on Aid Effectiveness, (2005).

40 Accra Agenda for Action, (4 September 2008).

APPENDIX B: Sample Data Collection Worksheet

Data collection doesn't have to be complicated. Sometimes, the simplest means to collect data is through the use of a standardized form that asks a series of questions. Such forms can be collected online (e.g., Google forms or similar) and feed directly into an Excel spreadsheet. You can also distribute forms via email, allowing respondents to fill them out longhand, but submit them electronically. And, of course, you can distribute such forms in hard copy and have respondents turn them in for you to sort and analyze. Standardization isn't always appropriate, but it can be a helpful tool for streamlining the process of collection, and for simplifying and expediting analysis. The following is an example of a form you might use to collect training-related data.

Workshops Form

DEFINITION: Workshops are large gatherings that (1) focus on reaching specific learning outcomes, (2) build capacity through technical assistance, and/or (3) produce technical products that help achieve programmatic objectives.

* Required

1. Please enter your first and last names.*

This will help the M&E team know with whom to follow up if questions arise.

2. Please select the unit(s) to which the entry relates.*

You may select multiple teams if necessary.

- Ministry of Foreign Affairs, International Security and Crisis Response Unit
- Ministry of Foreign Affairs, Democracy, Governance and Human Rights Unit
- Ministry of Foreign Affairs, Global Development Unit

3. When was the workshop start date?

4. Over how many days was the workshop held?

Be sure to enter a number. Example: if it was a one-day workshop, enter 1.

5. What was the event/convening's title?

6. What were the event/convening's objectives?

7. Was the event/convening led by the Ministry of Foreign Affairs, a partner, or jointly?

- Ministry of Foreign Affairs-led
- Partner-led
- Jointly-led

8. How many total participants attended the event/convening?

a. How many total FEMALE participants attended the event/convening?

b. How many total MALE participants attended the event/convening?

c. Which countries were represented? (if applicable)

d. If available, please include the link to a scanned or transcribed participant sign-in sheet

9. Please describe to what extent you feel the objectives were met.

10. Were there any particularly dramatic or memorable moments or outcomes surrounding this workshop and its objectives that you would like to share? The moment can be surprising, joyous, sad, frustrating, etc. We're mostly looking to capture information that can help us develop stories around our outcomes for communications purposes.

11. Did the team administer a pre- or post-survey?

IF YES, please attach or include links to them in the "substantiating documentation" field below.

Yes

No

12. If available, please attach or include links to any substantiating documentation, including PRODUCTS produced, SURVEYS administered, and/or the workshop AGENDA.

Any additional comments or information?

APPENDIX C: Example indicators

On the following pages are model indicators that you can use or adapt to support development of your own M&E plan.

Notes

Entity

Owner Name

Entity Type

Group	#	Metrics	Type	Definition	Disaggregation	Entity Recommended to be in Charge of Data Collection	Baseline		Target	
							Value	Date	Value	Date
IMPACT: Peace and Security are Realized										
Overarching	1	Legatum Prosperity Index score	Quantitative	The Legatum Prosperity Index is an annual ranking, developed by the Legatum Institute, of 142 countries. The ranking is based on a variety of factors including wealth, economic growth, health, security, and education. The indicator tracks the change in the country's score on an annual basis.	By indicator category					
	2	Global Peace Index ranking	Quantitative	The GPI measures the state of peace (defined as the absence of physical violence) in 162 countries. The index uses qualitative and quantitative data to gauge internal and external levels of peace.	By indicator					
OUTCOME 1: Women Meaningfully Participate in Peace and Security Processes										
Overarching	1.1	# different groups representing all segments of the communities are represented during the formal or informal peace negotiations*	Quantitative	The indicator measures the number of individuals present during formal or informal (including track 2) peace negotiations who represent the diverse interests of communities (women, minorities, disabled, etc.).	By sector and type of peace process					
	1.2	Level of gender equity in peace agreements/constitution/law of the land	Qualitative	The indicator tracks the extent to which the text of the peace agreement or the law of the land (constitution or other) includes a set of actions, attitudes, and assumptions that provide opportunities and create expectations about men and women.	TBD					

Group	#	Metrics	Type	Definition	Disaggregation	Entity Recommended to be in Charge of Data Collection	Baseline		Target	
							Value	Date	Value	Date
MID-TERM OUTCOME 1.1: Legislation and Policies that Allow for More Participation in Governance/Security Sector/Peace Processes/Relief & Recovery										
Additional for Conflict Related	1.1.6	% particular provisions on women's participation in peace agreement*	Quantitative	The indicator tracks the proportion of paragraphs or sections in the text of the peace agreement that specifically regulate women's role in the country's governance, security sector, relief and recovery, and peace processes.	Topic/theme of the provision					
	1.1.7	# NAPs or other national policies that the country engages on in partner countries to implement the UNSCRs on WPS	Quantitative	The indicator measures how many NAPs (or equivalent legislation or strategy) the country is supporting in other countries as part of their foreign policy strategy.	By geographic location					
	1.1.8	Existence and type of established legal mechanism to support greater participation of women in peace and humanitarian missions (quota or other)	Qualitative	The indicator tracks whether or not there are policy documents that prescribe affirmative action to increase the number of women in peace and humanitarian missions.	Type of document					
MID-TERM OUTCOME 1.2: Women have Capacity to Participate in Governance/Security Sector/Peace Processes/Relief & Recovery										
	1.2.1	# initiatives or policies drafted by women in decision-making positions	Quantitative	The indicator tracks the number of initiatives or policies that women in executive or legislative positions have created, independently from whether or not it was passed or implemented.	By sector and topic of the initiative					
	1.2.2	# women who demonstrate increased skills in conflict management, mediation, and peace negotiation techniques as a result of training provided by the government or civil society	Quantitative	The indicator tracks the number of women who show higher scores/knowledge after participating in trainings or other workshops on conflict management, mediation, or peace negotiation techniques provided by either civil society organizations or the government.	By age group, type of training					

Overarching	1.2.3	# women who engage their representatives to advocate for increasing women's representation and gender parity in decision-making at all levels of government	Quantitative	The indicator measures the number of women who addressed their local or national representative to promote or call for increasing the number of women in decision-making.	By level of decisionmaker, outcome of the meeting				
	1.2.4	# women who engage their representatives to advocate for human security issues	Quantitative	The indicator measures the number of women who addressed their local or national representative to promote or call for improving the well-being of women.	By level of decisionmaker, outcome of the meeting				
	1.2.5	% women who took some form of political action in the past year	Quantitative	The indicator tracks the proportion of women (out of total female population) who took some form of political action (as defined by World Value Survey) in the past 12 months.	Location, age group, level of education				
Additional for Foreign Assistance Related	1.2.6	Proportion of staff trained specifically in UNSCR 1325 among national diplomatic staff, civilian and military staff, and military and police staff participating in UN peacekeeping operations and regional security missions	Quantitative	The indicator tracks the proportion of employees in the given sectors of the government who receive specific training on women, peace, and security.	Sector, gender, age group, rank				
	1.2.7	# and type issues presented by female members/participants of peace negotiations	Quantitative/ Qualitative	The indicator measures the number and type of issues that women representatives raise and advocate for during a formal or informal peace process.	TBD				
Additional for Conflict-Related	1.2.8	# women advocating for inclusivity of the peace process	Quantitative	The indicator measures the number of women who advocate for including representatives from groups speaking on behalf of the various groups of their community in a formal or informal peace process.	TBD				

1.3.9	# and % of women represented in the monitoring mechanisms of peace agreements	Quantitative	The indicator tracks how many women participate in monitoring the peace agreement, and what percentage this constitutes out of the total.	TBD					
1.3.10	% women mediators and negotiators and women's civil society groups in formal or informal peace negotiations or other consultative mechanisms supported by the country*	Quantitative	The indicator measures the percentage of women who take the positions of a negotiator or mediator, or represent civil society groups in both formal and informal (track 2 or other) peace processes that are either financed or otherwise (human resources, politically, etc.) supported by the country.	By type of position and geographic location					
1.3.11	% female armed forces personnel, police officers, and civilian personnel deployed to peace operations (UN or regional security body)*	Quantitative	The indicator measures the proportion of women in the different sectors in peace support operations out of the total number of individuals delegated by the country.	By sector					
1.3.12	% women in executive-level roles in national departments and agencies involved in peace operations, fragile states, and conflict-affected situations	Quantitative	The indicator tracks how many women occupy senior manager or higher (or equivalent) positions in the country's offices and agencies that implement peace operations or work on fragile states, and countries in post-conflict situations.	By department					
OUTCOME 2: Women's Contribution to Peace and Security is Acknowledged as Valuable									
2.1	Overall score on the policy matrix [Ratification and implementation of international agreements on women's rights and empowerment (CEDAW, etc.)]	Quantitative/ Qualitative	The policy matrix establishes an overall score based on the adoption, implementation, and funding of policies related to the protection of women's and girls' rights and well-being. This measures the annual change in the overall score on the matrix.	By category					
2.2	# gender-neutral terms in the peace agreement/constitution/basic law of the land	Quantitative	The indicator tracks to what extent the text of the peace agreement or law of the land contains gender-neutral terms, thus conveying the inclusion of all sexes or genders.	TBD					
2.3	# joint programs implemented with the UN and other IGOs (NATO, OSCE, AU, World Bank) on women, peace, and security	Quantitative	The indicator measures the number of programs that country is engaged in with other international partners to realize UNSCR 1325.	Type of cooperation and type of organization					
Overarching									

Group	#	Metrics	Type	Definition	Disaggregation	Entity Recommended to be in Charge of Data Collection	Baseline		Target	
							Value	Date	Value	Date
MID-TERM OUTCOME 2.1: Society's Perception Toward Women Improves										
	2.1.1	% population who think that women should have equal legal rights as men	Quantitative	The indicator tracks the proportion of population (representative sample of the population as survey respondents) who strongly agree or agree that women should have equal rights in the country.	By age group and location					
	2.1.2	% population who think that violence by intimate partner is justified for certain reasons	Quantitative	The indicator tracks the proportion of population who strongly agree or agree that exercising physical violence toward their spouse can be justified under certain circumstances.	By age group and location					
	2.1.3	% population who agree that men have more right to a job than women	Quantitative	The indicator measures what percentage of the population strongly agrees or agrees that men have more right to a job than women.	By age group and location					
	2.1.4	% population who think that women in the country are treated with respect and dignity	Quantitative	The indicator tracks what percentage of the population strongly agrees or agrees that women should be treated with respect and dignity.	By age group and location					
	2.1.5	% population who think men make better political leaders than women	Quantitative	The indicator tracks the proportion of the population who strongly agree or agree that men make better political leaders than women.	By age group and location					
	2.1.6	% population who think women should be able to hold leadership positions	Quantitative	The indicator establishes the measure of the population who strongly agree or agree that women should be able to hold leadership positions.	By age group and location					
	2.1.7	% population who think university education is more important for a boy than for a girl	Quantitative	The indicator establishes the measure of the population who strongly agree or agree that university education is more important for a boy than it is for a girl.	By age group and location					
	2.1.8	% women first in union by age 15 and 18 by age group	Quantitative	The indicator tracks the proportion of women who got married or were in a union by the ages of 15 and 18.	By age group, location, and level of education					
	2.1.9	% women aged 15-49 subjected to physical or sexual violence in the last 12 months by intimate partner or other	Quantitative	The indicator measures the proportion of women (out of total surveyed) who experienced physical or sexual violence in the past year by either their partner or another individual.	By age group and location					
Overarching										

MID-TERM OUTCOME 2.2: Key Influencers/Leaders Demonstrate Commitment to Advancing Women's Inclusion

2.2.1	Existence of national- or ministry-level statistical system that collects gender-disaggregated data	Qualitative	The indicator tracks whether or not ministries or other national institutions collect gender-disaggregated data.	N/A					
2.2.2	Extent to which gender-responsiveness targets included in senior managers' performance targets	Qualitative	The indicator tracks to what level job descriptions and performance review documents contain requirements related to/elements of gender responsiveness for senior managers or equivalent positions.	N/A					
2.2.3	\$ and % allocated annual funding to CSOs marked for women, peace, and security	Quantitative	The indicator measures the amount of funding allocated by the government to civil society actors working on women, peace, and security.	TBD					
2.2.4	% allocated annual budget for NAP implementation	Quantitative	The indicator tracks what proportion of the national budget has been allocated for the implementation of the NAP on women, peace, and security.	N/A					
2.2.5	% allocated annual budget for programs or initiatives on women, peace, and security (UNSCR 1325) (other than NAP)	Quantitative	The indicator measures the proportion of the annual budget that has been allocated by the government for programs, policies, and strategies on women, peace, and security.	N/A					
2.2.6	# and % of military manuals, national security policy frameworks, codes of conduct and operating procedures that include measures to protect women's and girls' human rights*	Quantitative	The indicator measures how many major and fundamental departmental documents provide specific guidance and action on the protection of women's and girls' rights.	By sector and type of document					
2.2.7	Extent to which police and military strategic documents or policy guidance for deployed police and military address in a meaningful way the importance of protecting women's and girls' human rights in conflict on international operational deployments	Qualitative	The indicator tracks the quality of major and fundamental departmental documents that provide specific guidance and action on the protection of women's and girls' rights.	By sector and type of document					
2.2.8	Extent to which gender and peace education are integrated in the curriculum of formal education	Qualitative	The indicator tracks to what level the concepts related to women, peace, and security feature in the national curriculum of primary, secondary, and higher education institutions in the country.	By level of education and type of topic					

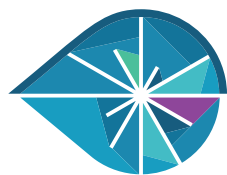
Overarching

Group	#	Metrics	Type	Definition	Disaggregation	Entity Recommended to be in Charge of Data Collection	Baseline		Target	
							Value	Date	Value	Date
MID-TERM OUTCOME 2.2: Key Influencers/Leaders Demonstrate Commitment to Advancing Women's Inclusion (continued)										
Additional for Conflict-Related	2.2.9	% women and girls receiving benefits through reparation programs, out of total recipients*	Quantitative	The indicator tracks the proportion of women and girls who get financial or material assets as part of a reparation program.	By type of benefit and age of recipient					
	2.2.10	% women and girls receiving benefits through DDR programs, out of total recipients*	Quantitative	The indicator tracks the proportion of women and girls who get financial or material assets as part of a disarmament, demobilization, and re-integration program.	By type of benefit and age of recipient					
	2.2.11	% international missions and operations with gender advisors or gender focal points*	Quantitative	The indicator tracks the proportion of international diplomatic and peace support missions (out of total) implemented by the country that have a person specifically designated to work on gender-related issues (women's participation, protection of women's rights, etc.).	By type of mission and geographic location (continent)					
Additional for Foreign-Assistance Related	2.2.12	# and % funding allocated for programs in or for peace operations, fragile states, and conflict-affected countries that include at least one component on women, peace, and security	Quantitative	The indicator measures how many programs that take place in fragile states and countries with ongoing conflict have a component focusing on the elements of UNSCR 1325, and the proportion of funding allocated to such programs.	By main theme of the program, geographic location, and implementing agency or organization					
	2.2.13	# countries where projects or programs implemented in fragile, conflict or post-conflict countries that focus on specific sectors – notably SSR, DDR, human rights, civil society, humanitarian aid, and development cooperation – that contribute to realizing UNSCR 1325	Quantitative	The indicator measures the overall number of countries where the implementer country has projects and programs that work toward supporting the implementation of UNSCR 1325.	By geographic location					
OUTCOME 3: Women's Human Security is Achieved										

Group	#	Metrics	Type	Definition	Disaggregation	Entity Recommended to be in Charge of Data Collection	Baseline		Target	
							Value	Date	Value	Date
MID-TERM OUTCOME 3.1: Barriers to Equality are Removed (Conditions to Achieve Human Security are Created) (continued)										
	3.1.6	Existence of legal framework that penalizes SGBV*	Qualitative	The indicator demonstrates whether or not the country has specific legislation in place that sets out the process of prosecution and penalization for individuals who are found guilty of committing acts of sexual- or gender-based violence both in time of conflict and peace.	N/A					
	3.1.7	Extent to which departmental guidance documents for specific peace operations explicitly address the protection and promotion of women's and girls' human rights	Qualitative	The indicator tracks to what degree international documents and policies contain specific guidance or suggested action on protecting women's and girls' rights, including measures to prevent sexual violence.	N/A					
	3.1.8	Existence of a strategy to address needs of women refugees and IDPs	Qualitative	The indicator tracks whether or not there is legislation or policy in place that has specific provisions on the needs of women refugees and IDPs.	N/A					
	3.1.9	Government health expenditure as a share of gross domestic product	Quantitative	The indicator measures the financial resources the country's government spends on health care.	N/A					
Overarching Social	3.1.10	Extent to which national laws are in line with international human rights conventions on women's and girls' rights	Qualitative	The indicator tracks to what extent national legislation complies with the various international conventions on women's and girls' rights.	N/A					
	3.1.11	Existence of legal framework that determines the minimum age for marriage	Qualitative	The indicator tracks whether or not the country has adopted legislation that specifically determines the legal age of marriage.	N/A					
	3.1.12	Extent to which the country's diplomatic offices and deployed armed forces or police personnel include information on observed or credibly reported serious violations of women's and girls' human rights in their periodic reporting to competent mission authorities on peace operations	Qualitative	The indicator tracks whether or not the country's Embassies, Consulates, and other diplomatic services as well as their military, peace support operation personnel, or police forces take into consideration the protection of women's and girls' rights in their reports to their superiors or mission headquarters.	By sector and location					

	3.1.13	Proportion (number and percentage) and country of origin of asylum seekers who have obtained the status of refugee, or benefit from subsidiary protection	Quantitative	The indicator tracks female and male asylum seeker individuals who are granted refugee status or subsidiary protection in the country.	By gender and location	
MID-TERM OUTCOME 3.2: Women Exercise Their Rights						
Overarching Economic	3.2.1	Distribution of female/male employment across sectors	Quantitative	The indicator measures how the number and percentage of female and male employees is distributed across the agricultural, services, industry, and other sectors in the country.	By sector and age	
	3.2.2	% women who participate in household decisions	Quantitative	The indicator documents the percentage of women and men who say that the women play a role in making household decisions such as raising children, spending money, big purchases, etc.	By location and level of education	
	3.2.3	% formal small or medium enterprises with 1+ woman owners	Quantitative	The indicator tracks the proportion of small or medium sized companies that have at least one female owner.	By sector, size, and location	
	3.2.4	% women with access to a bank or savings account	Quantitative	The indicator measures the proportion of women (out of total female population) who own a checking or a savings account at a local or national financial institution.	By age, location, and level of education	
	3.2.5	% top management positions held by women in trade unions, NGOs, community-based associations, and professional syndicates	Quantitative	The indicator tracks the proportion of women (out of total women employed) who occupy senior management positions (manager, unions, civil society, and community-based associations and professional syndicates).	By sector, age, and level of education	
	3.2.6	% women who dispose of their own revenue independently	Quantitative	The indicator measures the proportion of women in the country who say that they make decisions on their own about what they will spend their own income on.	By age, location, and level of education	
	3.2.7	% entrepreneurs who are women	Quantitative	The indicator establishes the proportion of the country's individuals who own a small or medium business in the formal sector who are women.	By type of company, age, and location	
	3.2.8	% women who own property (land or other)	Quantitative	The indicator measures the proportion of women who own, on their own name, land, real estate, livestock, business, financial assets, or other property.	By type of property, age, and location	

Group	#	Metrics	Type	Definition	Disaggregation	Entity Recommended to be in Charge of Data Collection	Baseline		Target	
							Value	Date	Value	Date
MID-TERM OUTCOME 3.2: Women Exercise Their Rights (continued)										
	3.2.9	% women reporting improvement in their psychosocial wellbeing	Quantitative	The indicator tracks the number of women who strongly agree or agree that their psychosocial wellbeing has improved compared to a year/2 years before.	By location, age, and education/profession					
	3.2.10	Self-reported utilization rate and quality of health care services	Quantitative/Qualitative	The indicator tracks the proportion of women who say they used health care services and their rating of the service they used.	By type of service, location, and age					
	3.2.11	% women and girls victims of SGBV receiving medical services and counseling	Quantitative	The indicator establishes a measure of the proportion of women and girl victims of sexual- and gender-based violence who receive a variety of medical services (including examination, in-patient, and out-patient treatment) and counseling (psychological, legal, economic, etc.).	By type of service, location, and age					
	3.2.12	% female primary school completion	Quantitative	The indicator measures the proportion of women who completed primary school.	By advancement of secondary education or not					
	3.2.13	% SGBV cases investigated, referred, prosecuted, and penalized (out of total reported)	Quantitative	The indicator tracks the proportion of abuse and sexual exploitation cases committed by individuals that were reported and acted upon by the authorities.	By investigation, prosecution, penalization, location, and age					
	3.2.14	# reported cases of sexual exploitation or abuse in peace operations in fragile states and conflict-affected countries allegedly perpetrated by the country's military personnel, police, or civilian government officials, and % referred to the country's authorities and prosecuted	Quantitative	The indicator tracks the number of abuse and sexual exploitation cases committed by security sector employees and government officials, and the proportion of these cases that reached the authorities and have been acted upon.	By sector, location, and age of the victim					
	3.2.15	# complaints about gender discrimination that are made by women employed in the security system, disaggregated by sector and outcome of the complaint	Quantitative/Qualitative	The indicator measures how many formal complaints are made by women in the army, military, and peace support operations (both uniformed and civilian) about negative action due to their gender, and what the resolution of the complaint was.	By sector and location					
Overarching Social										



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