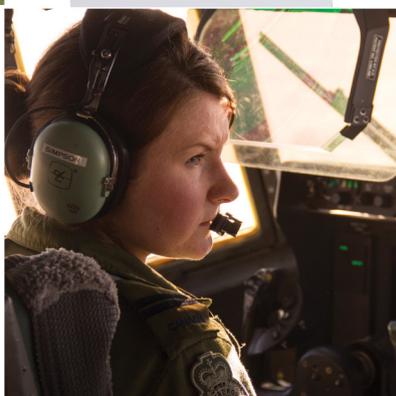
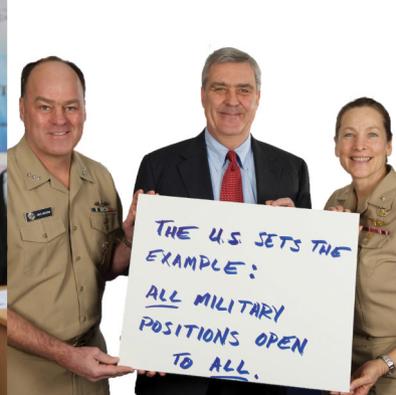


# The NATO / EAPC Women, Peace and Security Agenda 2016 - 2018



NATO  
OTAN

women | peace | security



The NATO / EAPC Women,  
Peace and Security Agenda  
2016 - 2018

**Policy, Action Plan and  
Strategic Report**

How do you support  
gender equality  
at NATO?



**Women's participation  
in global security isn't a  
favour to women. There  
can be no lasting peace  
without equal inclusion  
of both men & women.**

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How do you support  
gender equality  
at NATO?



*I work towards  
equal participation  
of women and men at all  
decision-making levels  
– for a safer world for all.*



# Foreword

*“Gender equality isn’t optional. It is fundamental. It allows us to respond better, and smarter, to the many complex security challenges we face today,”* according to NATO Secretary General Jens Stoltenberg. The Policy, Strategic Report and updated Action Plan in this booklet reflect the Alliance’s ambition to deepen and widen our efforts towards gender equality and the implementation of United Nations Security Council Resolution (UNSCR) 1325 and related resolutions throughout NATO’s three core tasks of collective defense, cooperative security and crisis management, missions and operations.

As can be read in the Strategic Report covering the first two years of implementation of the 2014 NATO/EAPC Policy on Women, Peace and Security, a lot has been done to further integrate the principles of UNSCR 1325 and related resolutions into NATO’s everyday activities. We have made progress in designing practical tools and guidance for the integration of gender perspectives in the planning, execution and evaluation of our missions and operations. We have invested heavily in building gender capability both within our military and civilian structures.

However, gaps remain and we need to continue to show enduring leadership and commitment in order to sustain and consolidate important gains made, and to adapt the acquired insights and tools in order to demonstrate their relevance for addressing today’s security challenges.

That ambition is reflected in the updated Action Plan, which includes an enhanced focus to increase equal participation of men and women in decision making, starting with our own structures and institutions. The updated Action Plan also includes efforts to better integrate gender perspectives in national defense policy and planning, in defense and security capacity building partnerships and in our strategic assessments. Finally, the action plan incorporates our pledge in support of the latest 1325-related resolution, UNSCR 2242 (2015), to fund research on the role of gender in preventing and countering violent extremism, which should result in evidence-based policy recommendations for our Allies and Partner Nations.

NATO, its Allies and Partners aim to continue to lead by example in furthering gender equality, as fundamental for safeguarding lasting peace and security. Our ongoing efforts to promote equal participation and to integrate gender perspectives throughout our three core tasks will contribute to a more modern, ready and responsive Alliance.

**Ambassador Marriët Schuurman**

NATO Secretary General’s Special Representative for Women, Peace and Security



Ministers of Defense Jean Yves Le Drian (France), Ursula von der Leyen (Germany), Steve Vandenput (Belgium) and Mimi Kodheli (Albania)



# NATO / EAPC Policy

for the implementation of  
UNSCR 1325 on Women,  
Peace and Security  
and related Resolutions

# Introduction

1. NATO's Policy on Women, Peace and Security has been developed within the Euro-Atlantic Partnership Council (EAPC). Afghanistan, Australia, Japan, Jordan and the United Arab Emirates have also participated in its development and New Zealand decided to associate itself with the Policy as well. It builds on the previous NATO/EAPC policy, and on experiences and lessons learned from, in particular, cooperative security and NATO-led operations.
2. NATO and its partners<sup>1</sup> recognize the disproportionate impact conflict and post-conflict situations in many instances have on women and girls. They also recognize the importance of ensuring women's active and meaningful participation in decision making and in security institutions and remain committed to contribute to the full implementation of the Women, Peace and Security agenda, as reflected in the United Nations Security Council Resolution (UNSCR) 1325 and all subsequent related resolutions. NATO and its partners will continue to work towards the participation of women in conflict prevention, management and resolution, and peace building, as well as in post-conflict efforts and cooperation. NATO and its partners remain committed to work towards the protection of women's and girls' rights, taking into due consideration their security and protection needs and the prevention of conflict-related sexual and gender-based violence.
3. Our work on Women, Peace and Security is fundamental to the realization of our common values of individual liberty, democracy, human rights and the rule of law, and our obligations under the Charter of the United Nations and other sources of international law. These common values and legal obligations cannot be fulfilled if women cannot participate fully and freely, or if their rights are not respected.

4. The Security Council adopted Resolution 1325 on Women, Peace and Security on 31 October 2000. The Resolution reaffirms the important role of women in conflict and post-conflict situations, and urges all actors to increase the participation of women and to incorporate gender perspectives in peace and security efforts. Since 2000, seven additional UNSCRs on Women, Peace and Security have been adopted: UNSCR 1820 on 19 June 2008, UNSCR 1888 on 30 September 2009, UNSCR 1889 on 5 October 2009, UNSCR 1960 on 15 December 2010, UNSCR 2106 on 24 June 2013, UNSCR 2122 on 18 October 2013, and UNSCR 2242 on 13 October 2015. These “related Resolutions” complement UNSCR 1325 and deepen the commitments to the broader aspects of the Women, Peace and Security agenda. The International Community has paid particular attention to how to prevent and respond to sexual and gender-based violence conducted as a method or tactic of war, including through the Declaration of Commitment to End Sexual Violence in 2013.
5. UNSCR 1325 and related Resolutions form a solid policy basis for NATO and its partners’ work on Women, Peace and Security.

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

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



73%

of NATO members have all positions open to women in the armed forces

- The Secretary General's Annual Report 2015

# Overarching Aim

6. NATO's fundamental and enduring purpose is to safeguard the freedom and security of all its members by political and military means. In accordance with NATO's Strategic Concept, this will be done through its three essential core tasks of collective defence, crisis management and cooperative security. Within the context of NATO's wider policy objectives and core tasks, NATO will continue to integrate a gender perspective into its work and contribute to the implementation of UNSCR 1325 and related Resolutions.
7. NATO and its partners aim to contribute to the full implementation of the UN Security Council Resolutions on Women, Peace and Security by making this Policy an integral part of their everyday business in both civilian and military structures.
8. NATO and its partners aim to ensure that a gender perspective is mainstreamed into policies, activities and efforts to prevent and resolve conflicts. Due regard will be given to the social roles of both men and women and how these may lead to different risks and security needs. Attention will also be paid to how these roles may translate into different contributions to conflict prevention and resolution.
9. NATO and its partners aim to yield a change in mind sets and behaviours in their institutions and promote awareness and positive changes.



# Cooperative Security

10. The area of cooperative security, with its wide network of relations between NATO and partner nations, as well as other organizations around the globe, provides a particular impetus for the Women, Peace and Security agenda. Thus, NATO and its partners, working within and across the various partnership frameworks, and on the basis of any mandate for NATO-led operations and missions, will continue to further implement UNSCR 1325 and related Resolutions.
11. NATO and its partners will continue to develop joint policy objectives and priorities on Women, Peace and Security and to support practical collaboration within and across partnership frameworks. Collaboration in this regard may address preventive measures, cooperation in both crisis and post-conflict situations, including capacity building efforts as requested. Our collaboration will include, but not be limited to, joint political messaging, exchanges of information, best practices and expertise, exercises and training activities, and cooperation through the NATO Science for Peace Programme<sup>2</sup>.
12. Cooperation with other international organizations<sup>3</sup> is essential to advance the overall agenda on Women, Peace and Security. Consultation and collaboration with organizations such as the United Nations, the European Union, the Organization for Cooperation and Security in Europe and the African Union offer considerable potential for moving this agenda forward.
13. In keeping governments, public institutions and international organizations accountable, civil society has been instrumental in promoting the Women, Peace and Security agenda. NATO and its partners recognize the important role civil society continues to play in promoting women's and girls' empowerment and in protecting their rights. We will seek to ensure a continued dialogue with relevant actors within civil society, including in the planning and execution of any NATO-led operations and missions.

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2 Read more about the programme at: <http://www.nato.int/cps/en/natolive/78209.htm>

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



# Crisis Management and NATO-led Operations and Missions

14. The best way to manage conflicts is to prevent them from happening. NATO and its partners will continue to monitor and analyze the international environment and will integrate a gender perspective into this monitoring and analysis.
15. In a situation where conflict does erupt, NATO may be prepared to assist in crisis management, together with operational partners, as decided, through a NATO-led operation or mission. In such an instance, to enhance the operational effectiveness and to ensure implementation of UNSCR 1325 and related Resolutions, NATO and its operational partners will ensure that a gender perspective is included in conflict analysis, planning, execution, assessment and evaluation of any NATO-led operation or mission.
16. NATO and its operational partners will seek to ensure that Gender Advisers are deployed as part of the Command Group; that women are deployed at all levels in NATO-led operations and missions and that both troops and commanders have undergone gender training necessary for their role and level. This will ensure that a gender perspective is integrated and that UNSCR 1325 and related Resolutions are implemented in the context of the NATO-led operation or mission.



10%

is the average percentage  
of women in the NATO  
armed forces.

- The Secretary General's Annual Report 2015

# National Contributions

17. Nations have the primary responsibility for ensuring the implementation of the UNSCRs on Women, Peace and Security. The provision of trained troops and experts on gender issues, as well as a better gender balance in NATO-led forces depend entirely on national decisions.
18. Nations are encouraged to make UNSCR 1325 and related Resolutions an integral part of their defence and security policies and activities, and in collaborative frameworks between NATO and its partners.
19. Defence and related security capacity building should aim at developing institutions accessible and responsive to the needs of both men and women and at including the promotion of women's equal participation in national armed forces. This can be achieved by including in the training and education curricula for armed forces and other personnel in the security and defence institutions specific elements focused on gender and UNSCR 1325 and related Resolutions. This includes elements on how to take the protection needs of women into account, as well as to prevent, recognize and respond to conflict-related sexual and gender-based violence.
20. National initiatives, including through the development and implementation of National Action Plans and other strategic national initiatives, are essential for making progress in this regard.

# Cross-Cutting Enablers

## Human Resource Policies

21. NATO and its partners are committed to show the leadership required to dismantle existing barriers to full implementation of UNSCR 1325 and related Resolutions and will ensure that troops as well as military and civilian leaders have the necessary awareness and knowledge.
22. A better gender balance within our institutions is a goal in itself, and is also a means for improving performance. NATO and its partners are committed to achieving this goal, and to ensuring a respectful and safe working environment that will allow all to reach their full potential.
23. NATO and its partners will give specific consideration to the recruitment and support of female leaders both in civilian and military structures in the defence and security area.

# Education, Training and Exercises

24. Education, training and exercises are essential tools to raise awareness and foster changes in mindset and behaviours. Any reform efforts within security and defence institutions, as well as proper conflict analysis, planning and execution of operations and missions must be underpinned by education and training on gender aspects. In this context, both the participation and the protection needs of women and girls should also be taken into consideration.
25. NATO and its partners are committed to continue to develop appropriate education and training programmes and tools at the national level as well as under the auspices of NATO, and to integrate a gender perspective in their exercises and programmes.
26. NATO and its partners will ensure curricula on gender training will continue to be developed for personnel and leaders in military and civilian structures related to defence and security, and in particular that troops and military and civilian leaders receive training on gender issues prior to deployment.

# Public Diplomacy

27. Taking into account the strong influence of the media on the perception of the role of women in society, in culture, in the military and in public life, NATO and its partners are committed to include Women, Peace and Security in their respective public diplomacy strategies and efforts with the purpose of raising awareness among a broad audience, including decision makers, and of reinforcing NATO's and its partners' messages.



# Implementation – Monitoring and Reporting

28. This Policy will be supported by an Action Plan. Such a plan will be result-oriented and will be subject to regular qualitative assessments on the implementation of the Policy. It may be supported by Implementation Plan(s) developed by the International Staff, the International Military Staff, the Strategic Commands, or other entities as appropriate.
29. An internal task force with representatives from the International Staff, International Military Staff, the Strategic Commands and headed by the Secretary General's Special Representative for Women, Peace and Security, will oversee the work carried out by NATO. EAPC and partners aligning with this Policy will be briefed on progress made every six months or at the request of nations.
30. The Secretary General of NATO will provide a public annual report, under his/her own authority, on the implementation of this Policy.
31. Objectives and efforts promoting the integration of a gender perspective and priorities on Women, Peace and Security in human resource management and public diplomacy will form an integral part of the overall strategies and plans for these areas.
32. National Action Plans and other strategic national initiatives will support Nations' contributions to the implementation of the UNSCRs on Women, Peace and Security. Nations are encouraged to report progress and to share best practice.
33. This Policy will be reviewed as needed, and as a minimum every fourth year.



Brigadier General Giselle M. Wilz, Commander and Senior Military Representative of the NATO HQ in Sarajevo, speaking at the 40th anniversary of the NATO Committee on Gender Perspectives.

# Action Plan for the implementation of the NATO/EAPC Policy on Women, Peace and Security

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

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

\* Turkey recognizes the Republic of Macedonia with its constitutional name.

# Institutional Policies and Structures

Outcome	Actions	Indicators
1. Institutional Adaptation framework includes Women, Peace and Security agenda.	1.1. Integrate WPS as a further institutional adaptation priority task with related timelines and milestones.	1.1.1. WPS priorities included in work plan.
2. Demonstrated leadership within military and civilian structures to advance the Women, Peace and Security agenda.	2.1. Encourage Allies to submit qualified female candidates for senior decision-making positions.	2.1.1. Increased number of female candidates compete for NATO's senior decision-making positions.
	2.2. Ensure that performance review systems assess managers' ability and activities to integrate WPS policies in their portfolios, including their ability to promote an improved gender balance and a respectful and safe working environment (Ref. 17.3).	2.2.1. Performance review systems include individual training objectives and organizational performance objectives for managers related to WPS policies.
	2.3. Provide gender advice/coaching to staff in senior leadership positions to support the tailored integration of a gender perspective into their specific areas of work.	2.3.1. % staff in senior leadership positions who have participated in gender coaching.

Outcome	Actions	Indicators
<p>3. Actionable implementation plans on Women, Peace and Security by Divisions and Independent Offices on the NATO International Staff.</p>	<p>3.1. Develop, within military and civilian structures, appropriate implementation plans, as practical tools supporting the achievement of the aims and outcomes of the NATO Policy and Action Plan on WPS.</p>	<p>3.1.1. Number and scope of implementation plans.</p>
	<p>3.2. Strengthen the internal WPS Task Force resulting in improved coherence and coordination of NATO efforts.</p>	<p>3.2.1. WPS TF Terms of reference (including Gender Focal Points) formalised.</p> <p>3.2.2. High level meetings twice a year to focus on strategic issues.</p>
	<p>3.3. Increase awareness of gender perspectives and initiatives through regular presentations at staff meetings or other events.</p>	<p>3.3.1. Inclusion of WPS topics and information in regularly scheduled staff meetings.</p> <p>3.3.2. Inclusion of WPS topics in special events, working groups, or committee meetings as appropriate also specifying the role of the leadership level.</p>

# Institutional Policies and Structures

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

# Human Resource Policies

Outcome	Actions	Indicators
5. Improved gender balance at all levels at NATO Allies and partners' defence and security institutions.	5.1. Implementation of Gender Equality HR Policies across the employment lifecycle.	5.1.1. Increased gender diversity at all levels of the NATO IS and IMS.
	5.2. Study to identify barriers for participation of women in NATO's establishment with emphasis on higher	5.2.1. Completed study presented to Nations.
	5.3. Reconvene Council-mandated NATO-wide Diversity Task Force.	5.3.1. Approval and implementation of the Diversity

# Education, Training and Exercises

Outcome	Actions	Indicators
6. Improved understanding by civilian and military staff NATO-wide of the practical implications of the Women, Peace and Security agenda, and increased skills to implement the NATO WPS Priorities.	6.1. Integrate UNSCR 1325 and related Resolutions and gender perspectives into curricula of education and training activities and faculty development at all levels.	6.1.1. Number of NATO education and individual training opportunities that include UNSCR 1325 and trained on applying a gender perspective elements. 6.1.2. NATO education and training faculty who have completed education on UNSCR 1325 and gender perspectives.

# Education, Training and Exercises

Outcome	Actions	Indicators
<p>6. Improved understanding by civilian and military staff NATO-wide of the practical implications of the Women, Peace and Security agenda, and increased skills to implement the NATO WPS Priorities.</p>	<p>6.2. Develop and implement mandatory Gender Awareness training package for civilian and military staff working at all levels NATO-wide.</p>	<p>6.2.1. Completed Gender Awareness package.</p> <p>6.2.2. % of civilian and military staff working NATO-wide who have completed the Gender Awareness package.</p>
	<p>6.3. Develop or modify training on preventing, responding, monitoring and reporting on conflict-related sexual and gender based violence (CR-SGBV) in line with the Military Guidelines on Prevention and Response to CR-SGBV.</p>	<p>6.3.1. Number of NATO education and individual training opportunities that include elements on preventing, responding, monitoring and reporting CR-SGBV.</p> <p>6.3.2. Participation rates of men and women in such programmes.</p>
	<p>6.4. Continue to educate officers and non-Commissioned Officers (NCO) in gender-mainstreamed curricula developed by PfP Consortium and Defence Education Enhancement Programme (DEEP).</p>	<p>6.4.1. Number of officers and NCOs trained in applying a gender lens to security issues through DEEP curriculum offered in French, English, Russian and Arabic.</p>

Outcome	Actions	Indicators
<p>6. Improved understanding by civilian and military staff NATO-wide of the practical implications of the Women, Peace and Security agenda, and increased skills to implement the NATO WPS Priorities</p>	<p>6.5. Ensure the involvement of gender advisors in planning and execution of NATO-led exercises so that scenarios and supporting materials incorporate gender perspectives, and CR-SGBV (as decided by Allies).</p>	<p>6.5.1. The extent to which exercises include a gender perspective and Gender Advisors.</p> <p>6.5.2. Evaluation of the impact of training, education and exercises in order to establish a cycle of improvement in gender training and education.</p>
	<p>6.6. Involve civil society in education, training and exercises, as appropriate.</p>	<p>6.6.1. The extent to which education, training and exercises include civil society perspectives.</p>

# Public Diplomacy

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

# Monitoring and Reporting

Outcome	Actions	Indicators
<p>9. Effective monitoring and reporting mechanisms on NATO's implementation efforts of the Policy and Action Plan on Women, Peace and Security.</p>	<p>9.1. Develop, within military and civilian structures, monitoring and reporting templates, as practical tools supporting the achievement of the aims and outcomes of the NATO/EAPC Policy and Action Plan on Women, Peace and Security.</p>	<p>9.1.1. Number and scope of divisional implementation reports.</p>
	<p>9.2. Ensure adequate, accurate and systematic reporting from NATO's operations and missions to NATO Headquarters through the military chain of command, including reporting requirements for the Military Guidelines on Prevention and Response to conflict-related sexual and gender based violence (CR-SGBV).</p>	<p>9.2.1. Reporting from operational theatres is systematic, accurate and adequate.</p> <p>9.2.2. The reporting includes CR-SGBV<sup>2</sup>.</p> <p>9.2.3. Planning documents, Standard Operating Procedures include these reporting requirements.</p>
	<p>9.3. Nations associated with the Policy to be briefed annually on progress made.</p>	<p>9.3.1. WPS progress reports.</p>
	<p>9.4. Provide input to the Secretary General's public annual report on the implementation of the Policy on WPS.</p>	<p>9.4.1. Input submitted.</p>
	<p>9.5. Initiate a biennial assessment on the implementation of this Action Plan.</p>	<p>9.5.1. Qualitative assessment carried out.</p>

2 As stated in the Military Guidelines on Prevention and Response to CR-SGBV

# Cooperative Security

Outcome	Actions	Indicators
10. Strengthened overall implementation of UNSCR 1325 and Resolutions through enhanced cooperation between NATO, Allies and partners.	10.1. Include Women, Peace and Security priorities on the agenda of relevant high level political and military meetings and events, and in official declarations and statements.	10.1.1. Gender balance targets and gender sensitive language as an integral part of all official declarations, communiqués, statements and policies & programmes.
11. Gender is integrated in all partnership frameworks and programmes and defence and security related capacity building initiatives.	11.1. Include WPS priorities in cooperative security frameworks (Individual Partnership Cooperation Programme, Individual Partnership Action Plan, Planning and Review Process, Annual National Programmes).	11.1.1. Number of countries that reference and provide meaningful activities on WPS in their partnership frameworks.
	11.2. Encourage a gender perspective in all of NATO's defence capacity building initiatives and packages.	11.2.1. Number and scope of defence and security-related capacity building packages that factor in a gender perspective.
	11.3. Integrate gender perspectives in NATO's arms control approach, guidelines, training and outreach.	11.3.1. Approach, guidelines, training curricula and outreach activities include gender dimensions.
	11.4. Integrate gender perspectives in NATO's policy, guidelines, training and outreach on Small Arms and Light Weapons and Mine Action (SALW/MA).	11.4.1. Updated policy, established guidelines, training curricula and outreach activities include gender dimensions.

Outcome	Actions	Indicators
<p>11. Gender is integrated in all partnership frameworks and programmes and defence and security related capacity building initiatives.</p>	<p>11.5. Develop the conceptual framework for integrating a gender perspective into all relevant aspects of Building Integrity in line with the Building Integrity Policy.</p>	<p>11.5.1. Training module of gender perspectives in BI completed. 11.5.2. Evaluation of findings on gender from the revised BI Self-Assessment Staff questionnaire.</p>
	<p>11.6. Increase objectives on WPS priorities in the Partnership Cooperation Menu (PCM).</p>	<p>11.6.1. Number and scope of WPS priorities/items in the PCM.</p>
	<p>11.7. Initiate projects under the Science for Peace and Security Programme to further research on WPS.</p>	<p>11.7.1. Evidence-based recommendations resulting from research that help shape NATO and Allies' policy and practice.</p>
	<p>11.8. Facilitate the establishment of Trust Funds supporting capacity building and implementation of UNSCR 1325 and related Resolutions.</p>	<p>11.8.1. Trust Funds developed with due consideration given to implementation of UNSCR 1325 principles.</p>
<p>12. Greater synergy and more effective implementation of UNSCR 1325 and related Resolutions through cooperation with and between international organisations, including, inter-alia, the EU, OECD, OSCE, UN and in line with NATO's Comprehensive Approach Action Plan<sup>3</sup>.</p>	<p>12.1. Conduct targeted and coordinated efforts to incorporate WPS priorities through, inter alia: staff-to-staff talks, exchanges of information, lessons learned and best practices, and joint initiatives, training activities for participants from across the relevant organisations.</p>	<p>12.1.1. The scale and scope of WPS priorities addressed during staff talks with relevant international organisations. 12.1.2. Harmonized terminology regarding WPS related issues. 12.1.3. Number, scope and effectiveness of joint activities and coordinating mechanisms.</p>

# Cooperative Security

Outcome	Actions	Indicators
<p>12. Greater synergy and more effective implementation of UNSCR 1325 and related Resolutions through cooperation with and between international organisations, including, inter-alia, the EU, OECD, OSCE, UN and in line with NATO's Comprehensive Approach Action Plan<sup>3</sup>.</p>		<p>12.1.4. Number of WPS-training activities for relevant participants from International Operations.</p> <p>12.1.5. Number of changes made to NATO policy, guidelines, and operational planning, based upon lessons learned.</p>
	<p>12.2. Local coordinating mechanisms in areas where international organizations are present and where NATO, Allies and partners are carrying out activities.</p>	<p>12.2.1. Number, place and role of local coordinating mechanisms between NATO and international organizations.</p> <p>12.2.2. Number of coordination meetings held and scope of WPS issues addressed.</p>
<p>13. Strengthened and systematic dialogue with civil society, including women's rights groups, and civil society organisations/ experts and academics on gender, security and defence, on topics relating to Women, Peace and Security at strategic and operational levels.</p>	<p>13.1. Convene regular consultative meetings of the Civil Society Advisory Panel as a space for dialogue between NATO civilian and military structures and relevant civil society experts and organisations.</p>	
	<p>13.2. Resource civil society dialogue with NATO on gender, security and defence through the WPS Financial Mechanism.</p>	

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

# Crisis Management and NATO-led Operations and Missions

Outcome	Actions	Indicators
<p>15. Increased operational effectiveness by including Gender perspectives in policies, exercises, conflict analysis, planning, execution, assessment and evaluation of any NATO-led operations and missions.</p>	<p>15.1. Institutionalize the integration of gender perspectives into doctrines, operational documents, handbooks, directives etc. as well as in assessment tools through all phases of military operations and missions, adapted to the specific operational context.</p>	<p>15.1.1. The extent to which a gender perspective and UNSCR 1325 and related Resolutions are incorporated in political and military guidance, operational directives, concepts of operations and operational plans.</p>
	<p>15.2. Deploy trained, full-time Gender Advisors to operations and missions at strategic, operational and tactical levels. Ensure that Gender Advisors are positioned in Command Groups with clearly defined roles and responsibilities set out in job descriptions.</p>	<p>15.2.1. Number of Gender Advisors in NATO military structures and NATO-led operations and missions that report directly to Military leadership.</p> <p>15.2.2. Gender Advisors are positioned in Command Groups and have responsibilities set out in their job description.</p>
	<p>15.3. Sustain the structure of Gender Focal Points appointed by leaderships to support the efforts of the Gender Advisors.</p>	<p>15.3.1. Number of gender focal points in operational theatres.</p>
	<p>15.4. Ensure a gender mix in gender advisors and gender focal points and encourage the nations throughout the Alliance including partners to take an active part in this work.</p>	<p>15.4.1. Gender mix of GENAD's and GFPs in operational theatres.</p>

Outcome	Actions	Indicators
<p>15. Increased operational effectiveness by including Gender perspectives in policies, exercises, conflict analysis, planning, execution, assessment and evaluation of any NATO-led operations and missions.</p>	<p>15.5. Integrate UNSCR 1325 and related Resolutions into civil emergency planning, crisis management activities and exercises.</p>	<p>15.5.1. Activities, planning documents and exercises that include gender perspective and an assessment of their overall impact.</p>
	<p>15.6. Raise awareness of the importance of including women's networks in conflict prevention, management and resolution together with the full, equal and effective participation at all stages and levels of NATO-led operations and missions.</p>	<p>15.6.1. Number of evaluations of gender related activities in operations, and of their contribution to operational outcomes.</p>
	<p>15.7. In accordance with political guidance for the specific NATO-led operation or mission, actively engage with local security forces to raise awareness on UNSCR 1325 and related Resolutions to mainstream gender and improve the gender balance in local security forces.</p>	<p>15.7.1. Level and scope of activities to raise awareness on UNSCR 1325 and related Resolutions with local security forces.</p>
	<p>15.8. Integrate a gender perspective in the implementation of activities on protection of civilians and combating trafficking of human beings.</p>	<p>15.8.1. Gender is mainstreamed in the implementation of activities on protection of civilians and combating trafficking of human beings.</p>

# Crisis Management and NATO-led Operations and Missions

Outcome	Actions	Indicators
<p>16. Reduced risk for conflict-related sexual and gender based violence (CR-SGBV) and improved responsive measures that have taken into consideration women and girls' protection needs.</p>	<p>16.1. Ensure that mandates and plans for any future NATO-led operation and mission or exercise, provide direction and guidance on how to prevent and respond to CR-SGBV, and direct creation of systematic and robust monitoring and reporting mechanisms in order to follow trends.</p>	<p>16.1.1. Regular reporting includes reporting on CR-SGBV.</p> <p>16.1.2. Assess the cooperation with other relevant actors, in theatre, on this topic as i.e. civil society organisations IOs and NGOs.</p>
	<p>16.2. Implement the Military Guidelines on Prevention and Response to CR-SGBV and integrate these aspects into the operational planning processes, as appropriate.</p>	<p>16.2.1. Military Guidelines on Prevention and Response to CR-SGBV are integrated into operational planning processes.</p>
	<p>16.3. Ensure that NATO Codes of Conduct are in place and are respected.</p>	<p>16.3.1. Guidance on issuing and implementation of gender mainstreamed CoC is integrated into operational planning</p>
	<p>16.4. Ensure that development of analytical tools include gender perspectives in order to understand the level of risk of CR-SGBV, including development of early warning indicators in consultation with the UN, civil society and academia.</p>	<p>16.4.1. Analytical tools to understand the level of risk of CR-SGBV, including development of early warning indicators.</p>

Outcome	Actions	Indicators
<p>16. Reduced risk for conflict-related sexual and gender based violence (CR-SGBV) and improved responsive measures that have taken into consideration women and girls' protection needs.</p>	<p>16.5. Develop appropriate measures that take the protection needs of the civilian population into account, in particular the needs of women and girls.</p>	<p>16.5.1. Development of mechanisms for data collection, monitoring trends and reporting on the protection of the civilian population.</p> <p>16.5.2. Number of engagements with local security forces to raise awareness on UNSCR 1325.</p>
	<p>16.6. Evaluate and improve NATO's crisis management policy and procedures (the Crisis Response System Manual), in particular with regard to indicators of impending conflicts and the definition of the end of an ongoing conflict.</p>	<p>16.6.1. The update contains gender-specific indicators such as monitoring for outbreaks of concentrated CR-SGBV as an indicator of impending conflict.</p>
<p>17. Improved gender balance within troops and officers deployed in NATO-led operations and missions.</p>	<p>17.1. Strive for a better gender balance when requesting troop contributions, while respecting the mandate of the deployed unit.</p>	
	<p>17.2. Nations to deploy women at all levels in NATO-led operations and missions.</p>	<p>17.2.1. Sex disaggregated data of troops deployed in NATO-led operations and missions, including numbers, ranks and insight in percentages.</p>

# Defence Planning and Policy

Outcome	Actions	Indicators
<p>18. UNSCR 1325 and related Resolutions form an integral part of nations' defence and security policy and activities.</p>	<p>18.1. Nations provide trained troops and experts on UNSCR 1325 and related Resolutions to NATO-led operations and missions, and nominate both men and women for positions of Gender Advisors and experts.</p>	<p>18.1.1. Percentage of national troops that have undergone national training on implementing gender perspectives in operations. 18.1.2. Number of assessments of the quality of national training. 18.1.3. Gender balance among experts on UNSCR1325.</p>
<p>19. Reflection of gender in NATO's defence planning, as a means to promote a gender perspective within National Defence Establishments of Allies'.</p>	<p>19.1. Nations include gender advisory capacity as part of recognised military capability.</p>	<p>19.1.1. Number of nations to include gender advisory capacity as part of recognised military capability.</p>
	<p>19.2. Nations promote women's equal participation in national armed forces.</p>	<p>19.2.1. Sex disaggregated data on the composition of national armed forces, including per operation or mission and where possible ranks.</p>
	<p>19.3. Nations, in consultation with civil society, develop, resource, and implement National Action Plans and other strategic initiatives.</p>	<p>19.3.1. Number of National Action Plans developed amongst Allies and partner nations.</p>

Outcome	Actions	Indicators
19. Reflection of gender in NATO's defence planning, as a means to promote a gender perspective within National Defence Establishments of Allies'.	19.4. Nations advocate the mainstreaming of the WPS priorities within NATO.	19.4.1. Meetings of informal networks of Friends of 1325 at senior and working levels at NATO HQ.
	19.5. NATO includes gender perspective in strategic assessments.	19.5.1. Number of NATO strategic assessments including gender perspective.
	19.6. Include UNSCR 1325 as a guiding principle in the Political Guidance 2015 and the future iterations of the Political Guidance.	19.6.1. UNSCR 1325 is a guiding Principle in the Political guidance of the NDPP.
	19.7. Include questions on UNSCR 1325 implementation in the Defence Planning Capability Survey (DPCS).	19.7.1. Number and scope of the inclusion of UNSCR 1325 in Nations Defence Planning Capability Survey (DPCS).



# Strategic Report

to the Heads of State  
and Government on Progress  
achieved in the implementation of  
the NATO/EAPC Policy and Action  
Plan on Women, Peace and Security  
from Wales to Warsaw



In 2016 NATO welcomed the first ever woman Deputy Secretary, Rose E. Gottemoeller

# Executive Summary

1. The 2014 Wales Summit confirmed that Women, Peace and Security (WPS) remains high on NATO's political agenda. Ongoing efforts have since focused on integrating gender perspectives and mainstreaming gender into NATO's three core tasks – collective defence, crisis management, and cooperative security – in order to contribute to a more modern, ready, and responsive organization.
2. This report covers the period from June 2014 to June 2016. It highlights progress achieved under the Action Plan for the implementation of the NATO/EAPC Policy on Women, Peace and Security and outlines priority areas to guide our way ahead.
3. NATO has made significant progress in embedding gender perspectives within education, training and exercises, as well as the planning and execution of missions and operations, policies and guidelines. A wide network of Gender Advisors and Gender Focal points is in place in military command structures and at NATO Headquarters to support implementation. Furthermore, we are placing gender perspectives at the center of the national defence planning and reporting cycle of Allies and as a key principle of our Defence and Related Security Capacity (DCB) building initiative with partners around the world.
4. However, much more needs to be done to fully integrate and mainstream gender perspectives in our policies and activities to prevent and resolve conflicts. Too little progress has been made to reduce barriers for the active and meaningful participation of women within our own institutions. The number of women in decision making positions across the entire NATO system, including in Allies' national armed forces, has either stagnated or even decreased.

5. The continued translation of the principles of United Nations Security Council Resolution (UNSCR) 1325 and related Resolutions into practical tools and targets, and their implementation is fundamental to the realization of common values and obligations under international law. The challenges faced in this complex security environment have made it abundantly clear that NATO cannot live up to what it is called to do unless gender perspectives are integrated in core business, women can participate fully and freely, and their rights are respected. NATO leadership remains committed to provide the necessary leadership to achieve this goal. The updated Action Plan for the implementation of the NATO/EAPC Policy on Women, Peace and Security, presented at the 2016 Warsaw Summit, includes additional work to be undertaken in the coming two years to support the achievement of our policy's overarching aim.

# Cooperative Security

6. The 15th anniversary of the landmark UNSCR 1325 was the flagship event of the reporting period. It drew global attention to the WPS agenda. NATO Deputy Secretary General (DSG) and the NATO Secretary General's Special Representative for Women, Peace and Security (SGSR WPS) attended the Open Debate of the Security Council on the High Level Review of UNSCR 1325 in October 2015. The DSG highlighted that NATO was proud of its record implementing UNSCR 1325 and pledged to do more. At the same occasion, the United Nations Security Council adopted a new WPS related resolution, UNSCR 2242, and the United Nations (UN) Global Study on the Implementation of UNSCR 1325 was released which gave commendable recognition to NATO and the work of the Euro-Atlantic Partnership Council on implementation of UNSCR 1325
7. NATO continued to foster more effective implementation of UNSCR 1325 through cooperation with international organisations (IOs) and civil society organisations in line with NATO's Comprehensive Approach Action Plan<sup>1</sup>. During the reporting period, collaboration through regular staff talks and practical cooperation on Women, Peace and Security priorities continued to be intensified with the United Nations, the Organisation for Co-operation and Security in Europe (OSCE) and was significantly enhanced with the European Union, in particular the European External Action Service, as well as with and the African Union. Furthermore, dialogue with civil society moved from an ad hoc consultation in June 2014 to the establishment of a Civil Society Advisory Panel (CSAP), following the approval of its terms of reference<sup>2</sup>. This will formalize annual meetings between NATO (SGSR WPS) and civil society.

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<sup>1</sup> C-M(2008)0029-COR1

<sup>2</sup> EAPC(C)D(2016)0003, ANNEX

8. WPS priorities are included in many of the cooperative frameworks that NATO has with Allies and partners. Seventeen nations have a reference to UNSCR 1325 in their partnership documents – a total that remained the same during the reporting period. Gender remains one of the key principles embedded in the Defence and Related Security Capacity Building (DCB) initiative with partner countries.
9. Gender is mainstreamed into all aspects of Building Integrity in line with the Building Integrity Policy. The Defence Education Enhancement Programme continues to educate officers and Non-Commissioned Officers (NCOs) with gender mainstreamed curricula.
10. The NATO Science for Peace and Security (SPS) Programme continues to be an important component of NATO's cooperation with partner countries in the field of WPS. The total number of UNSCR 1325 related projects approved since 2014 is eight. This includes flagship projects such as "1325 Scorecard: Indicators for the implementation of UNSCR 1325", "UNSCR 1325 Reload – Reviewing Allied Policies and Implementation" as well as "Gender and Complaints Mechanism for the Armed Forces".
11. Gender mainstreaming within the policy area of Small Arms, Light Weapons and Mine Action (SALW/MA) has been identified as a best practice within NATO. A non-paper was shared with the Ad hoc working group of 28 Allies and 21 Euro-Atlantic Partnership Council (EAPC) nations in September 2015. Nations and NATO International Staff are identifying practical measures on how to move forward with the paper's recommendations. Some provisions of the paper have already been implemented, for example in training activities (the NATO Oberammergau Course M3-116 SALW/MA Orientation began in July 2015).

# Crisis Management and NATO-led Operations and Missions

12. NATO recognizes that integrating gender perspectives leads to enhanced operational effectiveness. To that end, NATO ACO has established a wide network of Gender Advisors (GENADs) within the Crisis- and Peace Establishment structures, who are positioned to advise commanders and staff, and work with integrating gender perspectives into analysis, planning, conduct, training and evaluation of NATO operations, missions and exercises. Furthermore, a network of Gender Focal Points (GFPs) to complement and support the work of GENADs has been established. It should however be noted that during the reporting period, there were difficulties in staffing GENAD and GFP positions leading many to remain vacant for significant periods of time.
13. Two further achievements worth mentioning are: gender perspectives are a formalized NATO capability and, the ACO Gender Functional Planning Guide was released in July 2015.
14. A key initiative, led by the NATO International Military Staff Office of the Gender Advisor (IMS GENAD), was the approval on 13 July 2015 of the “Military Guidelines on the Prevention of, and Response to, Conflict Related Sexual and Gender Based Violence”<sup>3</sup>. The guidelines have been unclassified and submitted for Strategic Commands for implementation.

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<sup>3</sup> [http://www.nato.int/issues/women\\_nato/2015/MCM-0009-2015\\_ENG\\_PDP.pdf](http://www.nato.int/issues/women_nato/2015/MCM-0009-2015_ENG_PDP.pdf) (1 June 2015).



Azra Jafari was the first female mayor appointed in Afghanistan.

# National Contributions

15. Ultimately, it is the responsibility of Nations to mainstream gender within their armed forces and deploy women at all levels of NATO-led operations and missions. IMS GENAD collected data in 2015 on the status of women in the armed forces in 2014 which revealed that progress had stagnated. NATO members averaged 10.3% of women in their armed forces, and the results of an SPS project “UNSCR 1325 Reload”<sup>4</sup> found that deployment of female troops in missions and operations is increasing very slowly to around 5.7%. 27% of NATO members still have positions in their armed forces closed to women. 64% of NATO members include gender in operational planning and 89% include gender dimensions in pre-deployment training and/or exercises.
16. The number of Allies with a National Action Plan (NAP) to implement UNSCR 1325 remained at 17 throughout the reporting period. However, an increasing number of NATO partners, 17 out of 41 countries, now have NAPs.

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<sup>4</sup> [http://www.nato.int/issues/nogp/meeting-records/2015/UNSCR1325-Reload\\_Report.pdf](http://www.nato.int/issues/nogp/meeting-records/2015/UNSCR1325-Reload_Report.pdf)



72%

of NATO members have a  
military entity dealing with  
the integration of gender

- The Secretary General's Annual Report 2015

# Cross Cutting Enablers

17. The 2014 Annual NATO Diversity Report revealed a declining number of women at the senior decision making levels of the NATO International Staff (IS) from 23% in 2013 to 20% in 2015, the lowest score in five years. Human Resources initiatives such as the Diversity Scorecard, a reference tool designed to communicate key diversity metrics to recruiting decision makers, and the NATO Women's Professional Network and Mentoring Programme were developed over the reporting period with the aim of attracting and retaining female staff.
18. WPS priorities are now systematically integrated in education, training and exercises. A package of training tools was produced and is being used to support and increase awareness on gender perspectives in military operations at strategic, operational and tactical level, and in pre-deployment training. It also assist Allies and Partners to build their gender capacities and capabilities. Also, gender perspectives form part of major exercises, such as Crisis Management Exercises in 2015 and 2016, and Trident Juncture.
19. Visibility of the women, peace and security agenda increased globally in 2015. Key messages from leadership during the reporting period helped instigate changes in institutional mind-sets although more needs to be done. In March 2015, the NATO Secretary General joined other world leaders in signing up to the UN Women HeForShe campaign. NATO military leadership also supported the campaign with a video message<sup>5</sup> in June 2015. On International Women's Day, March 8 2016, the SG and several ambassadors from Allies and partners pledged their commitment to gender equality following an open conference on "Engaging Leadership on Gender Equality."
20. During the reporting period, the SGSR WPS contributed significantly to the improved understanding of the WPS agenda in NATO, Allied and partner countries through robust public diplomacy efforts. Outreach via social media increased significantly during the latter half of the reporting period through the launch of a Twitter account<sup>6</sup>, a monthly NATO WPS Newsletter<sup>7</sup>, and an Agora space for the internal NATO HQ audience. Together with the Facebook page<sup>8</sup>, these forums allow a broader audience to connect with the SGSR WPS office.

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5 <https://www.youtube.com/watch?v=OESh6oglh20>

6 [www.twitter.com/NATO1325](http://www.twitter.com/NATO1325)

7 [http://www.nato.int/cps/en/natohq/topics\\_91091.htm](http://www.nato.int/cps/en/natohq/topics_91091.htm)

8 [www.facebook.com/NATO1325](http://www.facebook.com/NATO1325)

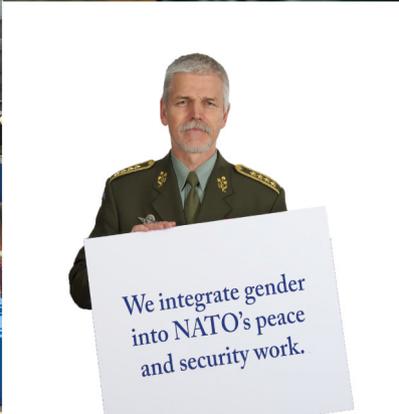


Jens Stoltenberg, NATO Secretary General and  
Ambassador Mariëtte Schuurman, NATO SGSR for  
Women, Peace and Security.

# The Way Forward

21. Having embedded the post of Special Representative for Women, Peace and Security in the NATO International Staff in 2014, it is important that the office is equipped with the resources needed to perform its duties. It is just as important that cooperation between the office and the staff across NATO structures continues to be strengthened. Senior staff commitment is imperative to ensure mainstreaming of gender perspectives in their respective divisions and to dismantle any barriers that prevent full participation of women. This requires, inter-alia, specific implementation plans for each relevant area of work under the responsibility of Divisions. It also requires regular information sharing and more effective and strategic use of the Task Force on Women, Peace and Security.
  
22. In addition to continue activities already underway pursuant to the 2014 Action Plan on Women, Peace and Security, work in the following areas is included in the updated Plan:
  - Sharing best practices and valuable lessons learned among our Allies and Partners on equal and meaningful participation of men and women in decision- making and on reducing barriers in this regard;
  - Financing gender-sensitive research aimed at identifying drivers of radicalisation and violent extremism, and at developing targeted and evidence-based responses, including the empowerment of women to safeguard communities;
  - Strengthening a systematic engagement with civil society in the development, execution and monitoring of the NATO/EAPC Action Plan through the Civil Society Advisory Panel to provide feedback;
  - Further integrating gender perspectives in defence and related security capacity building and national defence planning;
  - Sustaining and sharing gender expertise and best practices of integrating gender perspectives in military operations.







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