



# 1325

women | peace | security

NATO taking the Women,  
Peace and Security agenda  
forward

**Policy, Action Plan  
and Progress Report**



NATO taking the Women,  
Peace and Security agenda  
forward

**Policy, Action Plan  
and Progress Report**



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Then Special Representative for Women, Peace and Security, Mari Skåre, welcoming her successor, Ambassador Mariët Schuurman, together with NATO HQ Gender Focal Points. September 2014

# Foreword



Women and men both have critical roles to play in making peace and in keeping peace. The needs and interests of an entire population matter – not just of half of them. As can be read from the Progress Report included in this booklet, a lot of hard work has been done in order to integrate the principles of United Nations Security Council Resolution (UNSCR) 1325 and related Resolutions on Women, Peace and Security into NATO's everyday activities. We have made progress in ensuring that women can assume their rightful place in matters of peace and security and we have invested heavily in building gender capability both within our military and civilian structures. However, we are definitely not there yet and we need to continue to show leadership and commitment in order to sustain and consolidate important gains made since the adoption of UNSCR 1325 almost fifteen years ago.

The Policy and Action Plan in front of you set ambitious targets for NATO, Allies and partner nations to reduce barriers for the active and meaningful participation of women in matters of peace and security and for further mainstreaming a gender perspective into NATO-led operations, missions and crisis management as well as in training and exercises. By involving partners and civil society in the development of the Action Plan we feel we have build a broad platform and we hope we can continue to enhance cooperation initiatives and benefit from the invaluable expertise that partners and civil society have available.

The position of the NATO Secretary General's Special Representative for Women, Peace and Security has been established in 2012 and has proven to be an important tool in raising awareness, coordinating efforts and enhancing cooperation on the Women, Peace and Security agenda. I am delighted to take on this position – and the challenging portfolio that comes with it. I look forward to further strengthening our capabilities and to broaden our partnerships in order to take the Women, Peace and Security agenda forward!

**Ambassador Mariët Schuurman**  
NATO Secretary General's Special Representative  
for Women, Peace and Security



**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, six 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, and UNSCR 2122 on 18 October 2013. 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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<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, 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.



## 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.

Ambassador Francesca Tardioli, Deputy Assistant Secretary General Operations Division, addresses participants at a NATO Defense College discussion on NATO-Gulf Strategic Dialogue. June 2013



# 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.

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

<sup>3</sup> 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.



Lieutenant Colonel Overland, one of the Gender Advisor's deployed within ISAF. May 2014

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## 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.



# **Action Plan**

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

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

| Outcome   | Actions   |
|---|---|
| <b>Overarching Aim</b>  |   |
| 1. Reduced barriers for the active and meaningful participation of women in NATO's, Allies' and partners' <sup>2</sup> defence and security institutions, and within NATO-led operations, missions and crisis management. | All actions defined in this document are to support this outcome.   |
| 2. Women, Peace and Security priorities and a gender perspective <sup>3</sup> are integrated in policies, activities and efforts undertaken by NATO, Allies and partners to prevent and resolve conflicts.                | <p>2.1. Arrange events and workshops that allow for deeper elaboration and understanding of Women, Peace and Security priorities and the gender perspective in various policy contexts.</p> <p>2.2. Integrate a gender perspective into policies, activities and efforts, such as:</p> <ul style="list-style-type: none"> <li>• Arms Control Efforts, Small Arms &amp; Mine Action</li> <li>• Building Integrity</li> <li>• Children and Armed Conflict</li> <li>• Counter Terrorism</li> <li>• Human Trafficking</li> <li>• Protection of Civilians</li> </ul> |

<sup>2</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 recognises the Republic of Macedonia with its constitutional name.

<sup>3</sup> See definition in Bi-Strategic Command Directive 40-1: Integration of gender perspective is a way of assessing gender-based differences of women and men reflected in their social roles and interactions, in the distribution of power and the access to resources. In ACO and ACT activities it is used synonymously with implementing the requests of UNSCR 1325, related Resolutions, as well as directives emanating from NATO. The aim of which is to take into consideration the particular situation and needs for men and women, as well as how the activities of NATO have different effects on them. More fundamentally, implementing a gender perspective is done by adapting action following a "gender analysis".

| Implementing entity  | Indicators   |
|--|--|
| <b>Overarching Aim</b>   |  |
| NATO International Staff<br>NATO Military Authorities<br>Relevant national authorities |  |
| NATO International Staff<br>NATO Military Authorities                                  | 2.1.1. Number and scope of policy documents and activities demonstrating how the Women, Peace and Security priorities and a gender perspective form an integral part of our everyday business. |

| Outcome   | Actions  |
|---|--|
| <b>Cooperative Security</b>   |  |
| <p>3. Strengthened overall implementation of UNSCR 1325 and related Resolutions through enhanced cooperation between NATO, Allies and partners.</p> | <p>3.1. Include Women, Peace and Security priorities on the agenda of relevant meetings and events, including the Wales NATO Summit.</p> <p>3.2. Include Women, Peace and Security priorities in declarations and statements.</p> <p>3.3. Include objectives on Women, Peace and Security priorities in cooperative programmes (Individual Partnership Cooperation Programme, Individual Partnership Action Plan, Partnership for Peace Planning and Review Process, Annual National Programmes).</p> <p>3.4. Include objectives on Women, Peace and Security priorities in the Partnership Cooperation Menu (PCM)</p> <p>3.5. Initiate projects under the Science for Peace and Security Programme supporting inter alia research, workshops and projects on Women, Peace and Security.</p> <p>3.6. Facilitate the establishment of Trust Funds supporting capacity building and implementation of UNSCR 1325 and related Resolutions.</p> <p>3.7. Arrange events facilitating exchanges of information and best practices with a focus on gender training for all and on the recruitment and retention of women to close the gender gap.</p> |

| Implementing entity   | Indicators  |
|---|---|
|   |   |
| <p>NATO International Staff</p> <p>NATO Military Authorities</p> <p>Relevant national authorities</p> | <p>3.1.1. Number of events, declarations etc. addressing Women, Peace and Security priorities.</p> <p>3.1.2. Concretization of high-level commitments made and listed objectives.</p> <p>3.1.3. Number and scope of cooperative frameworks, SPS projects, Trust Funds and other relevant initiatives focussed on, or including elements on, Women, Peace and Security.</p> <p>3.1.4. Level, scope and number of information sharing and best practices exchanges.</p> |

| Outcome   | Actions  |
|---|--|
| <p>4. Greater synergy and more effective implementation of UNSCR 1325 and related Resolutions through cooperation with and between international organisations.<sup>4</sup></p> | <p>4.1. Conduct targeted and coordinated efforts in the framework of and/or through, inter alia:</p> <ul style="list-style-type: none"> <li>• staff-to-staff talks;</li> <li>• exchanges of information, lessons learned and best practices;</li> <li>• joint strategies and initiatives;</li> <li>• training activities for participants from across the relevant organisations;</li> <li>• harmonized terminology;</li> <li>• local coordinating mechanisms in areas where international organizations are present and where NATO, Allies and partners are carrying out activities.</li> </ul> |
| <p>5. Strengthened and systematic dialogue with women's rights groups and civil society on topics relating to Women, Peace and Security.</p>                                    | <p>5.1. Arrange consultative meetings between NATO civilian and military structures and relevant NGOs and other members of civil society.</p> <p>5.2. Explore the possibility of establishing a civil society advisory panel to NATO and identify a possible terms of reference for such a panel</p> <p>5.3. Establish local consultative mechanisms with women's rights groups, key leaders and other representatives from civil society, as appropriate, in areas where NATO and its partners are carrying out activities</p>  |

<sup>4</sup> In accordance with the Comprehensive Approach Action Plan (C-M(2008)0029-COR1; PO(2010)0143-FINAL, 12 November 2010; PO(2011)0045) as well as the relevant decisions, including those taken at the Lisbon Summit.

| Implementing entity   | Indicators  |
|---|---|
| <p>NATO International Staff<br/>NATO Military Authorities</p> | <p>4.1.1. Number and scope of various types of activities.</p> <p>4.1.2. Number and role of local coordinating mechanisms between NATO and international organizations.</p>   |
| <p>NATO International Staff<br/>NATO Military Authorities</p> | <p>5.1.1. Number, level and scope of meetings with women's rights groups and civil society actors on Women, Peace and Security issues.</p> <p>5.1.2. Specific outreach and Key Leader Engagement (KLE) plans that focus on identifying and involving women as actors, both in policy and operational matters.</p> |

| Outcome  | Actions  |
|--|--|
| <b>Crisis Management and NATO-led Operations and Missions</b>  |  |
| 6. Increased operational effectiveness through a gender perspective included in conflict analysis, planning, execution, assessment and evaluation of any NATO-led operations and missions. | <p>6.1. Integrate a gender perspective in relevant intelligence, planning (planning directives, doctrines, guidelines etc) and assessment tools through all phases of military operations and missions, adapted to the specific operational context.</p> <p>6.2. Deploy trained and full-time Gender Advisors to operations and missions at strategic, operational and tactical level. Ensure Gender Advisors are positioned in the Command Groups with clearly defined roles and responsibilities set out in Terms of Reference.</p> <p>6.3. Put in place a structure of Gender Focal Points to support the efforts of the Gender Advisors.</p> <p>6.4. Integrate UNSCR 1325 and related Resolutions into civil emergency planning, crisis management activities and exercises.</p> <p>6.5. Promote the role women can play in conflict prevention, management and resolution together with the full, equal and effective participation at all stages and levels of NATO-led operations and missions.</p> <p>6.6. In accordance with political guidance for the specific NATO-led operation or mission, actively engage with local security forces to raise awareness on UNSCR 1325 and related Resolutions to mainstream gender and improve the gender balance in local security forces.</p> |

| Implementing entity   | Indicators   |
|---|--|
| <b>Crisis Management and NATO-led Operations and Missions</b> |  |
| NATO International Staff<br>NATO Military Authorities         | <p>6.1.1. The extent to which a gender perspective and UNSCR 1325 and related Resolutions are incorporated in political and military guidance, operational directives, concepts of operations and operational plans.</p> <p>6.1.2. Number and level of Gender Advisors in NATO military structures and NATO-led operations and missions.</p> <p>6.1.3. Number of Gender Focal Points in operational theatres.</p> <p>6.1.4. Number of activities, planning documents and exercises that include gender perspective and an analysis of their overall impact.</p> <p>6.1.5. Level and scope of activities to raise awareness on UNSCR 1325 and related Resolutions with local security forces.</p> <p>6.1.6. Number of evaluations of gender-related activities in operations, including the contributions of such activities to operational outcomes.</p> |

| Outcome   | Actions  |
|---|--|
| <p>7. Reduced risk for conflict-related sexual and gender based violence and improved responsive measures that have taken into consideration women and girls' protection needs.</p> | <p>7.1. Ensure that mandates and plans for any future NATO-led operation and mission, as relevant, provide direction on how to respond to conflict-related sexual and gender based violence, and direct creation of systematic and robust monitoring and reporting mechanisms in order to follow trends.</p> <p>7.2. Develop military guidelines on prevention and response to conflict-related sexual and gender based violence and integrate these aspects into the operational planning processes, as appropriate.</p> <p>7.3. Ensure that appropriate Codes of Conduct and mechanisms to ensure implementation of these are in place. In case of violations of these, ensure that allegations and incidents are investigated and appropriate disciplinary or legal proceedings are undertaken.</p> <p>7.4. Develop the analytical tools necessary to understand the level of risk of sexual and gender-based violence, including development of early warning indicators.</p> <p>7.5. Develop appropriate measures that take the protection needs of the civilian population into account, in particular the needs of women and girls.</p> |
| <p>8. Improved gender balance within troops and officers deployed in NATO-led operations and missions.</p>  | <p>8.1. Strive for a better gender balance when requesting troop contributions.</p> <p>8.2. Nations to deploy women at all levels in NATO-led operations and missions.</p>   |

| Implementing entity   | Indicators  |
|---|---|
| <p>NATO International Staff</p> <p>NATO Military Authorities</p> <p>Relevant national authorities</p> | <p>7.1.1. Development and usage of mechanisms for data collection, monitoring trends and reporting on conflict-related sexual and gender based violence.</p> <p>7.1.2. Approved military guidelines on prevention and response to conflict-related sexual and gender based violence and their integration into operational planning processes.</p> <p>7.1.3. Number and scope of Code of Conducts in place and mechanisms to ensure implementation.</p> |
| <p>NATO Military Authorities</p> <p>Relevant national authorities</p>                                 | <p>8.1.1. Sex disaggregated data of troops deployed in NATO-led operations and missions, including numbers, ranks and insight in combat/non-combat roles percentages.</p>   |

| Outcome   | Actions  |
|---|--|
| <b>National Contributions</b>   |  |
| 9. UNSCR 1325 and related Resolutions form an integral part of nations' defence and security policy and activities.           | <p>9.1. Nations to provide trained troops and experts on gender and UNSCR 1325 and related Resolutions to NATO-led operations and missions.</p> <p>9.2. Nations to include gender advisory capacity as part of recognised military capability.</p> <p>9.3. Nations to promote women's equal participation in national armed forces.</p> <p>9.4. Nations, in consultation with civil society, to develop, resource, and implement National Action Plans and other strategic initiatives</p> |
| <b>Cross-Cutting Enablers – Human Resource Policies</b>   |  |
| 10. Improved gender balance at all levels of NATO's, Allies' and partners' defence and security institutions.                 | 10.1. Ensure that appropriate recruitment and Human Resource policies and strategies are in place. (Ref. Action 7.3).  |
| 11. Demonstrated leadership within military and civilian structures in order to advance the Women, Peace and Security agenda. | <p>11.1. Ensure that performance review systems, including appropriate training, address managers' ability to integrate Women, Peace and Security priorities in their portfolios, including their ability to promote improved gender balance and a respectful and safe working environment. (Ref. Action 7.3.)</p> <p>11.2 Establish informal networks of key leaders that can instigate changes in institutional mindsets and behaviours.</p>   |

| Implementing entity  | Indicators   |
|--|--|
| <b>National Contributions</b>  |  |
| Relevant national authorities  | <p>9.1.1. Percentage of national troops that have undergone national training on gender and UNSCR 13525.</p> <p>9.1.2. Number of assessments of the quality of national training.</p> <p>9.1.3. Sex disaggregated data on the composition of national armed forces, including per operation or mission and where possible ranks.</p> <p>9.1.4. Number of National Action Plans developed amongst Allies and partner nations.</p> |
| <b>Cross-Cutting Enablers – Human Resource Policies</b>                                |  |
| NATO International Staff<br>NATO Military Authorities<br>Relevant national authorities | 10.1.1. Number and scope of Human Resource policies and strategies in place.   |
| NATO International Staff<br>NATO Military Authorities                                  | 11.1.1. Performance review systems include individual training objectives and organizational performance objectives related to Women, Peace and Security policies.   |

| Outcome  | Actions   |
|--|---|
| <b>Cross-Cutting Enablers – Education, Training and Exercises</b>  |   |
| 12. Improved understanding of the civilian and military staff of the practical implications of the Women, Peace and Security agenda, thereby improving their ability to act accordingly.       | <p>12.1. Integrate UNSCR 1325 and related Resolutions, into curricula of training and education activities at all levels. Such integrated gender training should also include modules on analytical methods and approaches for understanding the level of risks for conflict-related sexual and gender-based violence, as well as modules on how to counter such behaviour, including measures that take the protection needs of the civilian population into account, in particular the needs of women and girls.</p> <p>12.2. Ensure the inclusion of UNSCR 1325 and related Resolutions, in NATO-led exercises, including scenarios on conflict-related sexual and gender-based violence and protection of women and girls.</p> <p>12.3. Involve, as appropriate, local civil society in training efforts.</p> |
| <b>Cross-Cutting Enablers – Public Diplomacy</b>   |   |
| 13. NATO, Allies and partners have increased the visibility of the Women, Peace and Security agenda and of the efforts undertaken on the implementation of UNSCR 1325 and related Resolutions. | <p>13.1. Ensure that Women, Peace and Security priorities are systematically integrated in public diplomacy efforts.</p> <p>13.2. Targeted public diplomacy and media events aimed at promoting NATO's efforts and progress in meeting commitments set out in UNSCR 1325 and related Resolutions.</p> <p>13.3. Ensure that through press and media the broader public audience is regularly informed of NATO's efforts regarding the implementation of UNSCR 1325 and related Resolutions, using the full range of communication tools at the disposal of the Alliance.</p>   |

| Implementing entity  | Indicators   |
|--|--|
| <b>Cross-Cutting Enablers – Education, Training and Exercises</b>                      |  |
| NATO International Staff<br>NATO Military Authorities<br>Relevant national authorities | <p>12.1.1. Number of training modules, curricula and other inputs to education programmes that include UNSCR 1325 and related Resolutions and/or elements on countering conflict-related sexual and gender based violence. Participation rates of such programmes.</p> <p>12.1.2. The extent to which the Women, Peace and Security agenda, including the countering of conflict-related sexual and gender based violence, is included in exercises.</p> <p>12.1.3. Number of exercises that include Gender Advisers.</p> <p>12.1.4. Number of assessments of the impact of training, education and exercises.</p> |
| <b>Cross-Cutting Enablers – Public Diplomacy</b>                                       |  |
| NATO International Staff<br>NATO Military Authorities<br>Relevant national authorities | 13.1.1. Number and scope of public diplomacy efforts including website and NATO TV Channel stories.  |

| Outcome   | Actions  |
|---|--|
| <b>Implementation – Monitoring and Reporting</b>  |  |
| <p>14. Effective monitoring and reporting mechanisms on NATO's implementation efforts of the Policy and Action Plan on Women, Peace and Security.</p> | <p>14.1. Develop, within military and civilian structures, appropriately resourced implementation plans, as necessary, as practical tools supporting the implementation of the NATO Policy and Action Plan on Women, Peace and Security.</p> <p>14.2. Strengthen the coherence and coordination of NATO efforts through the internal Women, Peace and Security Task Force.</p> <p>14.3. Appoint and train Gender Focal Points within NATO structures.</p> <p>14.4. Ensure adequate, accurate and systematic reporting from NATO's operations and missions to NATO Headquarters through the military chain of command.</p> <p>14.5. Nations associated with the Policy to be briefed on progress made every six months or at the request of nations.</p> <p>14.6. The Secretary General to provide a public annual report on the implementation of the Policy on Women, Peace and Security.</p> <p>14.7. Carry out a biennial independent assessment on the implementation of this Action Plan.</p> <p>14.8. Facilitate exchanges of best practices at the national level with a particular view on streamlining the potential use of indicators.</p> |

| Implementing entity   | Indicators  |
|---|---|
|   |   |
| <p>NATO International Staff<br/>NATO Military Authorities</p> | <p>14.1.1. Number and scope of implementation plans.</p> <p>14.1.2. Number and level of trained Gender Focal Points within NATO structures.</p> <p>14.1.3. Number and quality of reporting from operational theatres.</p> <p>14.1.4. Number of qualitative assessments and evaluations.</p> |



## **Progress Report** on the implementation of the NATO/EAPC Policy and Action Plan on Women, Peace and Security (2012-2014)

NATO Secretary General's Special Representative  
for Women, Peace and Security participating in  
the consultation conference for the Wales Summit  
organized by the Afghan Women's Network in Kabul.  
August 2014



1. In accordance with paragraph 16 of the Chicago Summit Declaration issued by the Heads of State and Government participating in the meeting of the North Atlantic Council in Chicago on 20 May 2012, this report has been put forward for notation to Heads of State and Government at the Wales Summit and has subsequently been released to the public. The reporting period is from May 2012 to August 2014.

## Key Achievements

2. Since the Chicago Summit, NATO has continued to make significant contributions to the overall implementation of UNSCR 1325 and related Resolutions. While much still remains to be done, awareness is on the rise and the commitment from NATO and its partners to the agenda has strengthened. This commitment is reflected in practical steps to make the Women, Peace and Security agenda an integral part of NATO, Allied and partner nations' every day business in both civilian and military structures. A gender perspective has been integrated in to NATO's operational planning and reflected in NATO's strategic defence planning. Projects have been developed and funded by the Science for Peace and Security Programme (SPS) as well as through a Trust Fund. Significant steps have also been taken in developing NATO Human Resource Policies, including NATO-wide policies on protection against discrimination and harassment at work.
3. A revised Policy and an Action Plan on Women, Peace and Security have been developed with our partners in the Euro-Atlantic Partnership Council (EAPC) as well as with Afghanistan, Australia, Japan, Jordan and the United Arab Emirates. New Zealand has also associated itself with the Policy and Action Plan, which are annexed to this progress report.
4. NATO's cooperation with other actors has been strengthened; with partner nations, with other international organisations and with civil society. For the first time in NATO's history a consultation conference was held with representatives from civil society, who were invited to provide their input into the development of the Action Plan.
5. An important step has also been to make the NATO Special Representative for Women, Peace and Security a permanent position within the International Staff.

# Cooperative Security

6. The revised Policy highlights the importance of cooperative security in providing a particular impetus for the Women, Peace and Security agenda. The wide network of relations between NATO and partner nations as well as other international organizations and civil society has proven to be a dynamic platform for mobilising political commitment and facilitating practical cooperation.
7. Women, Peace and Security priorities are increasingly identified through the partnership frameworks: Individual Partnership Cooperation Programmes, Individual Partnership Action Plans, Planning and Review Process and Annual National Programmes. In the reporting period the number of partners addressing Women, Peace and Security priorities in a variety of partnership frameworks has increased to twelve.
8. The Special Representative and other representatives of NATO have engaged actively with Allies and partner nations, have met with governmental representatives and representatives from civil society, including parliamentarians and Non Governmental Organisations (NGOs), as well as military and civilian staff within defence and security structures. A major theme at the Partnership Symposium in January 2014 was Women, Peace and Security, which allowed for in-depth discussions between NATO and its partners.

9. NATO and its partners have continued to explore mechanisms and practical collaboration to facilitate implementation of the Policy. To this end a Trust Fund has been set up to support a project on the recruitment and retention of women as well as gender training in the Jordanian Armed Forces. A project on 'Gender Mainstreaming' has been launched under the SPS Programme.
10. NATO's collaboration with other international organisations on issues relating to the Women, Peace and Security agenda, has been strengthened. This is particularly notable in the collaboration between NATO and the United Nations. Women, Peace and Security priorities are firmly on the agenda of regular staff-to-staff talks. A demonstration of the two Organisations' willingness and commitment to cooperate and to share best practices was a joint high-level event organised in New York in March 2014 on gender in operations and missions. The Special Representative for Women, Peace and Security addressed the United Nations Security Council at the open debate on UNSCR 1325 and related Resolutions both in November 2012 and October 2013.
11. NATO continues to engage with other international organisations through staff-to- staff talks and practical collaboration. In December 2013, NATO arranged a work shop on sharing best practices in crisis management and peacekeeping with representatives from the United Nations, the African Union (AU), the Organisation for Co-operation and Security in Europe (OSCE), the European Union (EU) and civil society.
12. NATO's engagement with civil society has continued to evolve. Representatives from civil society from nations, which have endorsed or associated themselves with the Policy, were invited to a consultation conference in June 2014. This conference was facilitated by the Geneva Centre for Democratic Control of Armed Forces and resulted in a set of recommendations that were put forward to nations to inform the development of the Action Plan. Through NATO-led operations and missions, NATO engages with local civil society, for instance by involving women's rights organisations in training and briefings.

# Crisis Management and NATO-led Operations and Missions

13. NATO and its partners continued to incorporate Women, Peace and Security priorities and a gender perspective into NATO-led operations and missions in the reporting period.
14. In 2013 the Alliance completed its “Review of the Practical Implications of UNSCR 1325 for the Conduct of NATO-led Operations and Missions”. The Review was mandated by Heads of State and Government at the 2012 Chicago Summit, and was led by the Nordic Centre for Gender in Military Operations in Sweden. The review, which focused on the International Security and Assistance Force in Afghanistan and the Kosovo Force, recognised that while significant progress has been made, there is still a general lack of awareness among NATO military leaders and their troops. The review highlighted shortcomings in areas such as training and education, the provision of gender advisers and the integration of gender perspective into operational planning and assessment tools.

To address these shortcomings, the NATO Military Authorities developed an implementation plan, which was endorsed by NATO Defence Ministers in October 2013.

15. Priorities for the International Security and Assistance Force (ISAF) and NATO have included training on gender issues for the Afghan National Security Force (ANSF) and support for the recruitment and retention of women in the security sector. The first general officer to serve as the Gender Advisor in NATO-led operations deployed with ISAF in Afghanistan in April 2014. Gender perspective and support of the implementation of UNSCR 1325 and related Resolutions have been an integral part of the planning of NATO- led mission in Afghanistan post 2014.
16. Priorities of the Kosovo Force and the NATO Advisory Team have included support to the Kosovo Security Force on the recruitment and retention of women, awareness raising and a strengthened dialogue with civil society. Support to the implementation of UNSCR 1325 and related Resolutions will form an integral part of the anticipated NATO Liaison and Advisory Team to the Kosovo Security Force.



Commander KFOR and Gender Advisor KFOR meeting with the Director of the Kosovar Women's Network. March 2014

## National Contributions

17. As a step towards enhancing the NATO Defence Planning Process, the Policy has been included in initial documents as a reference point and for guidance for future developments.
18. NATO collects information on national initiatives related to UNSCR 1325 and related Resolutions through the NATO Defence Planning Capability Survey and through national reports on recruitment and retention of women and gender training in national armed forces.
19. The Office of the Gender Advisor in the International Military Staff also requests on a yearly basis national reports on gender policies, recruitment and retention of women in the Armed Forces, Gender in Operations, national training and education related to gender and UNSCR 1325 as well as sex disaggregated data in the Armed Forces.
20. NATO has also continued to facilitate exchanges of information on best practices among nations through the NATO Committee on Gender Perspectives. The topic of the conference in May 2013 was Sexual and Gender-Based Violence in Conflict and the recommendations from the Committee paved the way for a more focused approach by NATO on this issue. In May 2014 the committee discussed recruitment and retention issues. Exchanges of information on National Action Plans have also been conducted in the relevant Committees.
21. Currently 17 NATO members and 12 partner nations have National Action Plans on UNSCR 1325 and related Resolutions. This represents an increase of 5 National Action Plans during the reporting period. Cross-Cutting Enablers



## Human Resource Policies

22. In the reporting period, a revised Human Resources Strategy for NATO and accompanying policies and regulations have been approved, including a policy on the Prevention and Management of Harassment, Discrimination and Bullying in the Work Place. Based on this framework, NATO is moving forward in developing measures that will promote equal opportunities for all. NATO is also strengthening the recruitment processes and mentoring programmes.

## Education, Training and Exercises

23. Education, training and exercises are recognised as key tools that enable NATO and its partners to move forward on the Women, Peace and Security agenda. The gender training offered under the auspices of NATO has been significantly strengthened and the Alliance is also moving forward in integrating a gender perspective in NATO-led exercises.

## Public Diplomacy

24. The Women, Peace and Security agenda remains a key area for NATO's public diplomacy efforts. The Special Representative and other representatives from NATO have engaged extensively in public diplomacy events, conferences and media engagements. The NATO Web page, NATOCHANNEL.TV and social media have been important tools for promoting this agenda.
25. In 2014 the Secretary General of NATO Anders Fogh Rasmussen received the Hillary Clinton's Award for Advancing Women in Peace and Security in recognition of his leadership in this area.



## Implementation – Monitoring and Reporting

26. The establishment of the position of a NATO Special Representative for Women, Peace and Security has enabled high-level outreach and engagement, as well as internal oversight, coordination and a continued focus on implementation. The establishment of an internal Task Force in NATO has provided a vehicle and a platform for monitoring and reporting NATO wide.

## The Way Ahead

27. The Policy and the Action Plan annexed to this report provide guidance and direction for future NATO efforts, priorities and actions in the area of Women, Peace and Security.







[www.nato.int/nato1325/](http://www.nato.int/nato1325/)