NATO/EAPC
Women, Peace and Security

Policy and Action Plan

2018

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Contents

Foreword

United Nations Security Council Resolution (UNSCR) 1325 was unanimously adopted on 31 October 2000 and established the Women, Peace and Security (WPS) agenda. This first resolution addressed the disproportionate impact of conflict on women and girls. It highlighted the importance of the 'missing' elements of peace and security, primarily asking 'where are the women'?

Since 2000, an additional seven resolutions related to WPS have been adopted, each widening the scope and breadth of gendered peace and security. The resolutions on WPS have been instrumental in changing the philosophy and rhetoric around conflict and gender equality, thereby challenging the international community to do more.

At NATO, we have taken up the challenge of advancing this agenda. From the first NATO/EAPC Policy and Action Plan on WPS (2007) to this current iteration (2018), we have reaffirmed our commitment to the principles of WPS by putting those principles into practice.

Taking into account the changing social and political landscape, the new NATO/EAPC Policy on WPS aims to translate the global WPS commitments into a NATO context. Our revised WPS principles of *Integration, Inclusiveness and Integrity* draw from the Alliance's values of individual liberty, democracy, human rights and rule of law. Both the Policy and Action Plan have been widely consulted internally and externally, especially with our Civil Society Advisory Panel, who have helped us set ambitious WPS goals for NATO, Allies and partner nations.

While a lot of good work has been done over the last few years, we have so much more to accomplish. However, our determination is strong, and our desire to push the agenda forward is collective.

On behalf of NATO and the Women, Peace and Security team I am pleased to present this revised NATO/EAPC Policy and Action Plan. Thank you to all who worked with us to make this possible.

Ms. Clare Hutchinson
NATO Secretary General's Special Representative for Women, Peace and Security

Acronyms and Abbreviations

ACO   Allied Command Operations
ACT   Allied Command Transformation
AU   African Union
CAAC   Children and Armed Conflict
CMX   Crisis Management Exercise
CR- SGBV   Conflict- Related Sexual and Gender- Based Violence
CSAP   Civil Society Advisory Panel
CVE   Countering Violent Extremism
EAPC   Euro- Atlantic Partnership Council
EU   European Union
GFP   Gender Focal Point
IS   International Staff
IMS   International Military Staff
NAP   National Action Plan
NATO   North Atlantic Treaty Organization
OSCE   Organization for Security and Co-operation in Europe
POC   Protection of Civilians
RAR   Regional Acceleration of Resolution 1325
SGSR   Secretary General Special Representative
SEA   Sexual Exploitation and Abuse
SPS   Science for Peace and Security
TF   Task Force
UN   United Nations
UNSCR   United Nations Security Council Resolution
WPS   Women, Peace and Security

Background

United Nations Security Council Resolution (UNSCR) 1325 was unanimously adopted on 31 October 2000 and established the Women, Peace and Security (WPS) agenda. Since 2000, an additional seven resolutions related to WPS have been adopted, each widening the scope and breadth of gendered peace and security. The resolutions on WPS have been instrumental in changing the philosophy and rhetoric around conflict and gender equality, thereby challenging the international community to do more.

The foundation of the WPS agenda is built on the disproportionate affect that conflict has on women. This agenda focuses on the essential influence that women have in identifying solutions based on their unique experiences and by applying a gender lens to conflict prevention and response. Understanding this can change the dynamic around peace and security.

The WPS mandate is fundamental to NATO's common values of individual liberty, democracy, human rights and obligations under the Charter of the United Nations.

NATO, Allies and partner nations recognise that the integration of gender perspectives throughout the organization's three essential core tasks (collective defence, crisis management and cooperative security) contribute to a ready and responsive NATO.

The first NATO/ EAPC Policy on Women, Peace and Security was adopted in December 2007. At the Lisbon Summit in 2010 a subsequent Action Plan to support the implementation of this Policy was endorsed on the 10th anniversary of UNSCR 1325. Most recently both the Policy and Action Plan on Women, Peace and Security have been updated and endorsed at the Brussels Summit in 2018.

The integration of gender and the inclusion of women's voices in all aspects of NATO's work is an essential factor in the success of peace and security. The newly endorsed Policy takes this into account and builds on a framework of 3 I's: **Integration**- making sure that gender equality is considered as an integral part of NATO policies, programmes and projects guided by effective gender mainstreaming practices; **Inclusiveness**- promoting an increased representation of women across NATO and in national forces to enhance operational effectiveness and success; and **Integrity**- enhancing accountability with the intent to increase awareness and implementation of the WPS agenda in accordance with international frameworks.

NATO, Allies and partner nations seek to contribute and commit to the implementation of the UNSCRs on WPS by integrating this Policy throughout civilian and military structures.

NATO/EAPC Policy on Women, Peace and Security 2018

Introduction

1. NATO and its partners[1] recognise the disproportionate impact conflict and post-conflict situations have on women and girls, as outlined in the UN Security Council Resolution 1325 on Women, Peace and Security (WPS) adopted in October 2000[2]. While at the same time recognising that women's participation in conflict prevention, resolution and post-conflict situations is critical for the restoration of lasting peace.

2. NATO and its partners also recognise 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 (WPS) agenda[3].

3. The WPS resolutions reaffirm the important role of women in conflict and post-conflict situations and promote women's active and meaningful participation in decision-making and the integration of gender perspectives into all peace and security efforts. The adoption of the resolution indicated a shift in thinking about women and the role of women in fostering peace and engaging in security.

4. The primary responsibility for the implementation of the WPS agenda rests with nations. However, NATO as a political and military alliance contributes to the implementation by systematically integrating gender perspectives into planning and execution of operations, training, exercises, and policies, as well as dialogue and partnerships[4].

5. NATO and its partners remain committed to the protection[5] and participation of women and inclusion of gender perspectives in our tasks and functions. This commitment is based on a growing body of research showing a strong correlation between gender equality and a country's stability.

6. The WPS mandate is aligned with other related thematic areas on Protection of Civilians, and Children and Armed Conflict, which collectively make up the holistic approach to human security across NATO[6].

Objective

7. The WPS mandate is fundamental to the realisation of NATO's common values of individual liberty, democracy, human rights, and our obligations under the Charter of the United Nations. These common values and international obligations need women's full participation if their rights are to be respected.

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

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

2   UNSCR 1325 is articulated around four pillars of implementation: prevention, participation, protection, and relief and recovery.

3   Since 2000, seven additional resolutions on Women, Peace and Security have been adopted: UNSCR 1820 (2008), 1888 (2009), 1889 (2009) 1960 (2010), 2106 (2013), 2122 (2013), and 2242 (2015). Collectively these resolutions deepen the commitments to the broader aspects of the Women, Peace and Security agenda through addressing participation, prevention and protection under a holistic framework.

4   In line with relevant NATO policies, rules and procedures, including the Education, Training, Exercises, and Evaluation (ETEE) Policy (MC 0458/3)

5   Military Guidelines on the Prevention of and Response to, Conflict-Related Sexual and Gender Based Violence (MCM-0009-2015).

6   NATO Protection of Civilians Policy (PO(2016)0407) and the Protection of Children in Armed Conflict – Way Forward (PO(2015)0165).

8. NATO and its partners aim to contribute to the implementation of the UNSCRs on WPS by making this Policy an integral part of their everyday business in both civilian and military structures.

9. In line with UNSCRs on WPS, NATO aims to address gender inequality and integrate WPS through the Alliance's three core tasks of collective defence, crisis management and cooperative security.

10. NATO and its partners recognise the adoption of the WPS agenda and support the advancement of gender equality through the guiding principles of:

   a. Integration: gender equality must be considered as an integral part of NATO policies, programs and projects guided by effective gender mainstreaming practices. Achieving gender equality requires the recognition that each policy, program and project affects women and men.

   b. Inclusiveness: representation of women across NATO and in national forces is necessary to enhance operational effectiveness and success. NATO will seek to increase the participation of women in all tasks throughout the International Military Staff and International Staff at all levels, including in meetings, training opportunities, and public engagement.

   c. Integrity: systemic inequalities are addressed to ensure fair and equal treatment of women and men in the Alliance. Accountability on all efforts to increase awareness and implementation of the WPS agenda shall be made a priority in accordance with international frameworks.

Integration

11. Gender perspectives will be integrated through NATO core tasks and functions in accordance with international and normative frameworks on WPS. This includes Deterrence and Defence efforts as well as Projecting Stability efforts through conflict prevention, crisis management and cooperative security, including partnerships and capacity building.

12. A robust communications approach is crucial for the full implementation of the WPS agenda. NATO and its partners are committed to including gender perspectives and promoting women's participation when engaging with the media and the public, including decision makers and opinion formers. This can contribute to greater awareness, dialogue and action to further implement the WPS agenda.

Cooperative Security

13. The area of cooperative security, with its wide network of relations between NATO and partner nations, as well as other organisations around the globe, provides a particular impetus for the Women, Peace and Security agenda.

14. NATO and its partners will continue to develop joint policy objectives and implement the principles of the WPS agenda. Collaboration in this regard may address preventive measures (early warning and preventative diplomacy) through cooperation in both crisis and post-conflict situations. Other measures to enhance cooperative security under the auspices of WPS

include capacity building efforts, dialogue and joint political messaging, exchanges of information, best practices and expertise, and exercises and training activities[7].

15. Cooperation and enhanced engagement with other international organisations[8] is essential to advance the overall agenda on WPS. Consultation and coordination with organisations such as the European Union, the United Nations, the Organization for Security and Co-operation in Europe, and the African Union are of critical importance to driving the collective agendas on WPS.

16. Civil society is instrumental in promoting the WPS agenda. NATO and its partners recognise the important role civil society continues to play in overseeing the promotion of women's and girls' empowerment and the protection of their rights. To better support NATO's implementation of the UNSCRs on WPS, the Civil Society Advisory Panel (CSAP) was established. The CSAP provides overarching recommendations on the integration of a gender perspective into NATO's core tasks and assists in outreach to women's organisations in national settings.

Crisis Management

17. The best way to manage conflicts is to prevent them from happening. In a situation where conflict does erupt, NATO may be prepared to assist in crisis management, together with operational partners. In such an instance, to enhance the operational effectiveness and to ensure implementation of WPS resolutions, NATO will ensure that a gender perspective continues to be included in NATO-led operations or missions.

18. NATO and its operational partners will ensure that adequately trained full-time Gender Advisers are deployed as part of the Command Group. In addition, Gender Focal Points (GFPs) are nominated across branches to support the overarching gender equality/WPS mandate. GFPs receive specific training on gender perspectives and the implementation of UNSCRs on WPS to facilitate gender mainstreaming into their daily work and processes in benefit of HQ activities, operations or missions[9].

19. In line with relevant terms of reference, NATO Gender Advisers duties and responsibilities are to provide advice and support to the Commander on the integration of gender perspectives in all areas of operation; to coordinate with the divisions and offices of the respective Command; and to liaise with other international organisations, civil society organisations, and other representatives of civil society.

20. NATO will promote the use of mandatory training on gender perspectives/WPS priorities for troops and commanders to encourage that gender perspectives are integrated through NATO-led operations or missions.

21. Planning processes need to consult and draw on the perspectives of both women and men in order to paint a comprehensive picture of the operational environment. Planners should continue to ensure close working relations with Gender Advisers to strengthen information sharing and gender analysis. Gender Advisers can also facilitate the inclusion of local women's perspectives in information analysis and assessments, which will, in turn, further improve military planning.

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7   In line with relevant NATO policies, rules and procedures, including the Education, Training, Exercises, and Evaluation (ETEE) Policy (MC 0458/3)

8   In accordance with the Comprehensive Approach Action Plan (C-M(2008)0089-COR1; PO(2017)0564 Review of the 2011 Comprehensive Approach Action Plan) as well as the relevant decisions, including those taken at the Lisbon, Wales, and Warsaw Summits.

9   In accordance with the Bi-Strategic Command Directive 40-1.

Collective Defence

22. Nations have the primary responsibility for ensuring the implementation of the UNSCRs on Women, Peace and Security and gender equality. 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.

23. Nations, are however, encouraged to make WPS an integral part of their defence and security policies and activities.

24. National initiatives, including through the development and implementation of National Action Plans (NAPs) and other strategic national initiatives, are essential for making progress in this regard.

Inclusiveness

25. NATO and its partners are committed to show the leadership required to dismantle existing barriers to the full implementation of WPS resolutions and gender equality.

26. A better gender balance within the institution is a goal in itself, and is also a means for improving performance. NATO and its partners are committed to achieve this goal, and to ensure a respectful and safe working environment that will allow all to reach their full potential.

27. NATO recognises the importance of increasing the number of women in the International Staff and International Military Staff, and will support efforts to increase the number of women at all levels, including in decision-making and leadership roles.

28. Education, training and exercises are essential tools to raise awareness and foster change. Any reform efforts within security and defence institutions, as well as conflict analysis, planning and execution of operations and missions must be underpinned by education and training on gender perspectives. In this context, both the participation and the protection needs of women and girls should also be taken into consideration.

29. 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.

30. NATO and its partners will ensure curricula on gender training will continue to be developed for NATO 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.

31. Defence and related capacity building efforts will aim at developing institutions that are accessible and responsive to the needs of both women and men, and include the promotion of women's participation in national armed forces. This can be achieved by including specific elements focused on gender and WPS in the training and education curricula for armed forces and other personnel in the security and defence institutions. This includes elements on how to take the protection needs of women into account, as well as to recognise, prevent, and respond to conflict-related sexual and gender-based violence.

32. The Alliance will work closely with Allies and partners to ensure that its work is complementary to the work outlined in NAPs.

Integrity

33. NATO and its partners will undertake measures to prevent and respond to sexual violence in all operations through undergoing mandatory training on identifying, preventing and responding to conflict-related sexual and gender based violence, and sexual exploitation and abuse.

34. Leaders and Commanding Officers should be accountable for ensuring that personnel/troops are trained on preventing and responding to conflict-related sexual violence and take all possible measures to prevent it.

35. All troops in NATO-led operations and missions must live up to the highest standard of professionalism. In line with international norms and standards, the Alliance should develop specific mechanisms to prevent and respond to sexual exploitation and abuse (SEA) as it causes disproportionate harm to women and girls and undermines NATO's credibility and operational effectiveness.

36. NATO is committed to combat harassment and sexual harassment, and to promote the highest standards of professional and personal conduct[10] within NATO civilian and military staff. Additional measures to strengthen current guidelines and codes of conduct will be undertaken.

Monitoring and Reporting

37. 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. The Action Plan may be supported by Implementation Plan(s) developed by the International Staff, the International Military Staff, the Strategic Commands, and all divisions.

38. The Action Plan is to be evaluated at the end of its cycle of two years, and revised accordingly. The purpose of the evaluation will be to determine whether the Action Plan, follow-up actions and allocated resources are enabling NATO to meet its objectives. An independent assessment would provide impartial recommendations regarding the implementation of the Action Plan. The CSAP may also provide recommendations through the office of the SGSR on WPS on the implementation of the Action Plan.

39. The Women, Peace and Security Task Force, 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 monitor the

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10   Building Integrity, Code of Conduct ON(2017)0026.

implementation of the Action Plan. The Task Force will be a key mechanism for the implementation of this Policy, ensuring the involvement and participation from different divisions. The Task Force will also serve as the forum for coordination of gender mainstreaming efforts and through which guidance and support is provided to gender focal points located in various divisions.

40. A leadership task force at a managerial level shall meet bi-annually to support and guide the work of WPS and ensure accountability for all initiatives agreed in the Action Plan.

41. Allies, EAPC and partners associated or aligning with this Policy will receive a progress report every six months. In addition, relevant NATO bodies, with partners as appropriate, will discuss progress and further lines of action on WPS every six months or earlier at the request of nations.

42. The Secretary General of NATO will provide information on the implementation of this Policy as a part of the Secretary General's public annual report, under his/her own authority.

43. NAPs and other strategic national initiatives will support Nations' contributions to the implementation of the WPS agenda. Nations are encouraged to report progress and to share best practice.

44. Strengthened data collection, analysis, monitoring and reporting on WPS results will take place in line with agreed indicators for progress. NATO Headquarters, Allied Command Operations (ACO), and Allied Command Transformation (ACT) reports shall include reference to WPS where appropriate and all data should be disaggregated by sex.

45. This Policy will be reviewed as needed, and as a minimum every fourth year.

NATO/EAPC Action Plan for the Implementation of the NATO/EAPC Policy on Women, Peace and Security 2018

Introduction

The first NATO/EAPC Action Plan to support the NATO/EAPC Policy on the Implementation of the United Nations Security Council Resolutions (UNSCRs) on Women, Peace and Security (WPS) was endorsed at the Lisbon Summit in 2010. The Action Plan that complements the NATO/EAPC Policy, has been revised on a biannual basis since 2014 to reflect its implementation. This Action Plan covers the period of July 2018 - July 2020. An Implementation Plan will be drafted to further detail the activities within this Action Plan, by December 2018, in consultation with Allies and associated partners for NAC decision.

The **NATO/EAPC ACTION PLAN ON WOMEN, PEACE AND SECURITY** is intended to work in tandem with the **NATO/EAPC POLICY ON WOMEN, PEACE AND SECURITY**; both derivatives of the UNSCRs on Women, Peace and Security. The overarching agenda is based on the principles set out in the Charter of the United Nations and other international agreements that form the framework for women's rights and gender equality.

NATO and its partners aim to contribute to the implementation of the WPS agenda by supporting in full the implementation of this Action Plan as an integral part of everyday business in both civilian and military structures.

In line with the Policy, NATO aims to address gender inequality and integrate WPS through the Alliance's three core tasks of collective defence, crisis management and cooperative security.

NATO and its partners recognise the adoption of the WPS agenda and support the advancement of gender equality through the guiding principles of:

a. **Integration**: gender equality must be considered as an integral part of NATO policies, programmes and projects guided by effective gender mainstreaming practices. Achieving gender equality requires the recognition that each policy, programme and project affects women and men differently.

b. **Inclusiveness**: representation of women across NATO and in national forces is pivotal to enhance operational effectiveness and success. NATO will seek to increase the participation of women in all tasks throughout the International Staff (IS) and International Military Staff (IMS), including in meetings, training opportunities, and public engagement.

c. **Integrity**: systemic inequalities are addressed to ensure fair and equal treatment of women and men in the Alliance. Accountability on efforts to increase awareness and implementation of the WPS agenda shall be made a priority in accordance with international frameworks.

The NATO/EAPC Policy on Women, Peace and Security and the Action Plan are the basis for the work on WPS for each division in NATO's International Staff and International Military Staff. Individual divisional work plans will be developed to incorporate gender equality provisions and promote sustainable outcomes.

Integration

Achieving gender equality requires the recognition that each policy, programme and project affects women and men differently. Gender equality therefore must be considered as an integral part of NATO policies, programmes and projects. To promote effective integration of gender, a gender lens will be applied throughout NATO's core tasks in accordance with international and normative frameworks on WPS.

Cooperative Security

Outcome 1.1	Actions
Strengthened institutional framework.	Include gender perspectives/WPS priorities in cooperative security frameworks and programmes, including Individual Partnership Action Plans/ Individual Partnership and Cooperation Programme/ Planning and Review Processes; as well as defence related capacity building efforts.
	Implement and develop research and capacity-building efforts within the NATO Science for Peace and Security (SPS) Programme in support of Women, Peace and Security, including on cross cutting topics such as countering violent extremism, counter-terrorism, and cyber defence.[11]
	Integrate gender perspectives into early warning analysis to enhance situational awareness and intelligence gathering.
	Mainstream gender perspectives/WPS priorities into existing NATO standards and develop policy guidelines on topics where appropriate.
	Provide support to Allies and partners on the development and revision of National Action Plans (NAPs) by developing a database of best practice to facilitate the establishment of comprehensive and accessible information.
	Map current NATO WPS training activities to ensure that gender perspectives/WPS priorities are included in relevant training activities[12].
	Design and develop training and capacity-building activities on gender sensitive reporting to strengthen the knowledge and inclusion of sex-disaggregated data into NATO reporting, as appropriate.

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11 Science for Peace and Security (SPS) Programme 2018 Work Programme (AC/340-N(2017)0236-REV2) and Report on SPS Activities in support of the implementation of United Nations Security Council Resolution (UNSCR) 1325 on Women, Peace, and Security (AC/340-N(2017)0219).

12 In line with relevant NATO policies, rules and procedures, including the Education, Training, Exercises, and Evaluation (ETEE) Policy.

Outcome 1.2	Actions
Enhanced engagement, cooperation and coordination with other international organisations on WPS[13].	Conduct targeted and coordinated efforts with relevant organisations to incorporate WPS priorities through, inter alia: staff-to-staff talks, exchanges of information, lessons learned and best practices, joint initiatives, and training activities for participants, including in theatre.
	Cooperate with the European Union on a staff to staff level[14], including on a) development of early warning indicators and a roadmap for future engagement b) fostering cooperation on gender and WPS related aspects in building partners' capacity in areas as appropriate, and c) development of capacity building efforts on gender analysis.
	Cooperate with the African Union on activities including a) development of gendered early warning indicators, b) support to the development and knowledge sharing on NAPs and c) sharing best practices for the development of a NATO Sexual Exploitation and Abuse Policy.
	Enhance cooperation with international organisations through the established Regional Acceleration of Resolution 1325 (RAR) framework as a platform for knowledge sharing[15].

Outcome 1.3	Actions
Strengthened Civil Society/NATO cooperation through regular engagement with the Civil Society Advisory Panel (CSAP).	Conduct monthly consultations with members of CSAP.
	Organise the CSAP's annual meeting in Brussels to promote better consultation and dialogue between civil society and NATO.
	Identify entry points for CSAP engagement with NATO to enhance the inclusion of gender perspectives into NATO activities.
	Research on women's perceptions of defence and security, with the engagement of CSAP, aiming to enhance understanding of societal factors shaping women's perceptions of security, their needs, and their views of NATO.
	Conduct a comprehensive independent review of the CSAP structure in order to strengthen the mechanism of consultation and allow for better engagement as needed. This review will aim to assess the impact of the CSAP and will be consulted with Allies and associated partners.

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13 In accordance with the Comprehensive Approach Action Plan (C-M(2008)0089-COR1; PO(2017)0564 Review of the 2011 Comprehensive Approach Action Plan) as well as the relevant decisions, including those taken at the Lisbon, Wales, and Warsaw Summits.

14 In the context of the implementation of the common set of proposals annexed to the Statement of NATO Foreign Ministers on the Implementation of the Joint Declaration by the President of the European Council, the President of the European Commission and the Secretary General of the North Atlantic Treaty Organisation PO(2016)0721 and PO(2017)0565-REV1.

15 RAR established in 2016 is a joint platform for sharing of best practices on WPS between NATO, EU, OSCE, UN, and AU.

Crisis Management

Outcome 1.4	Actions
NATO-led activities, operations and missions are enhanced through the integration of gender perspectives.	Enhance knowledge and skills on gender analysis within NATO by engaging with relevant stakeholders.
	Develop a gender analysis methodology for NATO led activities, operations and missions.
	Research and analyse the operational impact of Gender Advisers across NATO, to clarify what is needed to enhance operational effectiveness.
	Integrate gender perspectives into political and military guidance, including operational directives, concepts of operations and operational plans.
	Ensure all efforts are made to support continued deployment of trained, full-time gender advisers with clearly defined roles and responsibilities[16] to operations and missions with regular engagement with the Commander or head of NATO body, and support from gender focal points.
	Integrate gender perspectives/WPS principles into all training developed for NATO activities, operations and missions.
	Ensure the inclusion of gender perspectives within the exercise objectives of the Crisis Management Exercise (CMX).
	Integrate gender perspectives in Civil Emergency Planning guidelines.

Collective Defence

Outcome 1.5	Actions
Mechanisms to encourage exchanging information and sharing best practices are strengthened.	Provide opportunities for Nations to exchange information and share best practices on WPS.
	Continue to collect and strengthen data to include in the annual *'Summary of National Reports of NATO Member and Partner Nations'* to encourage the exchange of best practice on recruitment and retention efforts for women in the military.
	Provide advice and recommendations to Nations, if requested, on the development of appropriate education and training programmes, and tools on gender perspectives/WPS principles, and to advise on methods to integrate gender perspectives in exercises and programmes[17].

Outcome 1.6	Actions
Gender Perspectives are addressed in efforts and strategies related to Emerging Security Challenges.	Integrate gender perspectives into Cyber Defence Pledge, in order to both enhance the number of women as stakeholders in cyber defence and to guarantee gender perspectives are taken into account when strengthening and enhancing the cyber defence of national infrastructures and networks.
	Integrate gender perspectives into efforts to counter hybrid warfare, in order to both enhance the number of women as stakeholders and to encourage gender perspectives be taken into account in strategies to counter hybrid warfare.
	Reinforce NATO's efforts to implement all relevant UNSCRs on WPS and include gender perspectives in countering terrorism efforts for their long term sustainability, including by supporting gender-sensitive research conducted by the SPS programme aimed at identifying radicalisation and violent extremism and developing evidence-based responses, including the empowerment of women to safeguard communities.

Outcome 1.7	Actions
Gender Perspectives are included in Defence Planning Process.	Continue to include gender perspectives in the NATO Defence Planning Process through the Political Guidance 2019.

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16   In line with relevant terms of reference for NATO Gender Advisers.

17   In line with relevant NATO policies, rules and procedures, including the Education, Training, Exercises, and Evaluation (ETEE) Policy.

Inclusiveness

Inclusion of women across NATO and in national forces can contribute to enhanced operational effectiveness. Respect for diversity and professional accountability is needed. NATO will seek to increase the participation of women in tasks throughout the IMS and IS, including in meetings, training opportunities, and public engagement.

Outcome 2.1	Actions
Greater gender balance is in place across NATO.	Map the obstacles and implement activities to increase the number of women in NATO, especially in leadership roles.
	Provide support to the Executive Management Division to implement gender balance practices based on existing policies to increase the number of women in the International Staff at all levels.
	Provide continued support for initiatives on management training, including on how to avoid unconscious bias.

Outcome 2.2	Actions
Improved understanding by NATO civilian and military staff of the practical implications and benefits of the WPS agenda.	Develop and implement a mandatory Gender Awareness training package for civilian and military NATO staff at all levels at HQ.
	Develop a handbook on preventing, responding, monitoring, and reporting on conflict-related sexual and gender-based violence (CR-SGBV) in line with the Military Guidelines on the Prevention of and Response to CR-SGBV.
	Increase and further develop the network of Gender Focal Points across NATO bodies, civilian and military staffs and national representations to these bodies. Ensure regular coordination of GFPs, support enhanced knowledge development and encourage senior management support to mainstream gender/WPS principles across NATO.
	Design and implement a coaching and mentoring programme to senior staff and leadership on the implementation of WPS and gender equality.

Outcome 2.3	Actions
Gender Perspectives are integrated in NATO's defence and security related capacity building efforts.	Include gender perspectives in the development of NATO's defence and security related capacity building efforts.
	Include Gender and WPS as part of the DCB packages and into NATO's ongoing efforts to enhance the training and education curricula of partner nations.

Integrity

Systemic inequalities are addressed to ensure fair and equal treatment of women and men in the Alliance. Accountability on all efforts to increase awareness and implementation of the WPS agenda shall be made a priority in accordance with international frameworks. Support from senior leadership is integral to enhancing efforts and promoting gender equality.

Outcome 3.1	Actions
Specific measures to prevent sexual exploitation and abuse (SEA) in NATO-led operations and missions are enforced.	Develop a NATO Policy on combatting sexual exploitation and abuse (SEA) in consultation with stakeholders, including relevant international organisations.
	Develop a handbook on the prevention of and response to SEA in line with an agreed NATO SEA Policy.
	Develop training for NATO on identifying, preventing and responding to SEA in NATO-led operations and missions.

Outcome 3.2	Actions
Measures to prevent and respond to sexual harassment at NATO are improved.	Promote the current policies and guidelines on sexual harassment and codes of conduct widely across NATO; and increase opportunities for dialogue and communication on the issues to civilian staff.
	Promote awareness of procedures on prevention and response to sexual harassment, including support to the 'Persons of Confidence' network.

Outcome 3.3	Actions
Enhanced protection of women and girls from human trafficking through the updated NATO Policy on Combatting Trafficking in Human Beings.	Update the '*NATO Policy on Combatting Trafficking in Human Beings*' in consultation with relevant stakeholders, which will better reflect the linkage between WPS and human security and reinforce efforts to protect civilians, in particular women and girls who are the primary victims of trafficking.
	Identify national and international good practices on human trafficking prevention.

Public Diplomacy

Outcome 4.1	Actions
Increased visibility of NATO's Women, Peace and Security agenda and of the efforts undertaken on the implementation.	Develop a NATO Communications Strategy on Women, Peace and Security, in coordination with Allies.
	Provide input and recommendations to strategic communications products to include gender perspectives.
	Develop key messages on gender perspectives/WPS priorities through a glossary of terms and concepts to enhance awareness and promote consistency of gendered language across NATO.
	Ensure targeted public diplomacy engagements (visits, seminars, conferences, projects), including SGSR WPS outreach, aimed at promoting NATO's efforts and progress in meeting Allies' and partners commitments to implement UNSCRs on WPS.

Monitoring and Evaluation

Outcome 5.1	Actions
Enhanced accountability is in line with monitoring and evaluation mechanisms.	Engage in a NATO wide assessment and evaluation of the WPS mandate to understand the progress and persistent challenges to the implementation of WPS.
	Identify key data collection, analysis, monitoring and reporting mechanisms on WPS, in order to encourage that all NATO internal reports to include a reference to WPS and data provided can be disaggregated by sex.
	The Secretary General of NATO will continue to provide information on the implementation of the WPS Action Plan in the annual report.
	Continue and reinforce the operation of the Women, Peace and Security Task Force, to monitor the implementation of the Action Plan.
	Institutionalise a leadership task force at managerial level to meet bi-annually to support and guide the work on WPS and ensure accountability for all initiatives foreseen in this Action Plan.
	Relevant NATO bodies, with partners as appropriate, will discuss progress and further lines of action on WPS every six months or earlier at the request of nations.
	Publish a public annual progress report on the implementation of this Action Plan.

Timeline of Gender at NATO

1961	First official NATO conference on the role of women in NATO forces in Copenhagen
1976	Military Committee formally recognises Committee on Women in the NATO Forces (CWINF)
2000	Adoption of UNSCR 1325 on Women, Peace and Security
2002	Prague Summit: International Staff tasked to recommend ways of improving gender balance within IS and IMS
2003	International Staff Task Force on gender balance and diversity established
	Adoption of NATO-wide Equal Opportunities and Diversity Policy
2007	Adoption of NATO/EAPC Policy on Implementing United Nations Security Council Resolution (UNSCR) 1325 on Women, Peace and Security (WPS)
2008	Adoption of UNSCR 1820 on Women, Peace and Security
2009	CWINF changes name to NATO Committee on Gender Perspectives (NCGP)
	Adoption of the Bi-SC Directive 40-1 Integrating UNSCR 1325 and gender perspectives into the command structure including measures for protection during armed conflict
2010	Lisbon Summit endorses NATO Action Plan on Mainstreaming UNSCR 1325 into NATO-Led Operations and Missions
	Comprehensive report on the NATO/EAPC policy on the implementation of UNSCR 1325 on Women, Peace and Security and related resolutions
2011	NATO Secretary General's annual report on implementing United Nations Security Council Resolution 1325 on Women, Peace and Security, and related resolutions
	Revision of NATO/EAPC Policy on Implementing United Nations Security Council Resolution (UNSCR) 1325 on Women, Peace and Security (WPS) and related resolutions
2012	Chicago Summit reaffirms commitment to UNSCRs on WPS and asks Council to undertake a review on the practical implications of UNSCR 1325 for the conduct of NATO- led operations and missions
	1st Revision of the Bi-SC Directive 40-1 Integrating UNSCR 1325 and gender perspectives into the command structure including measures for protection during armed conflict
	Establishment of Nordic Centre for Gender in Military Operations (NCGM) as NATO's Department Head on gender training in military operations
	Appointment of Mari Skare as Secretary General's first Special Representative on Women, Peace and Security

2013	NATO Secretary General's 2nd annual public report on implementing United Nations Security Council Resolution 1325 on Women, Peace and Security, and related resolutions
	Review on the practical implications of UNSCR 1325 for the conduct of NATO- led operations and missions
2014	NATO Secretary General's 3rd annual public report on implementing United Nations Security Council Resolution 1325 on Women, Peace and Security, and related resolutions
	Revision of NATO/EAPC Policy on Implementing United Nations Security Council Resolution (UNSCR) 1325 on Women, Peace and Security (WPS) and related resolutions
	Revised Action Plan for the implementation of the NATO/EAPC Policy on Women, Peace and Security publicly released for the first time
	Wales Summit reaffirms commitment to the Women, Peace and Security agenda and directs the Council to submit a progress report on NATO's implementation of UNSCR 1325
	Appointment of Ambassador Marriët Schuurman as Secretary General's second Special Representative on Women, Peace and Security
2015	15th Anniversary of UNSCR 1325
	Adoption of Military Guidelines on Prevention of, and Response to, Conflict-Related Sexual and Gender- Based Violence (CR- SGBV)
	Development of Allied Command Operations (ACO) Gender Functional Planning Guide
	Development of Gender Education and Training Package for Nations
2016	40th anniversary of the NCGP and 55 years since the first conference of NATO female senior officers
	Establishment of the Civil Society Advisory Panel (CSAP)
	Summary of National Report to NCGP on the implementation of UNSCR 1325
2017	Second annual CSAP meeting
	Adoption of Terms of References of WPS Task Force and Divisional Gender Focal Points
	Revision of Bi-SC Directive 40-1 Integrating UNSCR 1325 and gender perspectives into the command structure including measures for protection during armed conflict (includes CoC and Standards of Behaviour)
	Summary of National Report to NCGP on the implementation of UNSCR 1325
2018	Appointment of Clare Hutchinson as Secretary General's Special Representative on Women, Peace and Security
	Revision and implementation of the NATO/EAPC Policy and Action Plan endorsed at the NATO Summit in Brussels 2018
	20th anniversary of IMS GENAD
	Summary of National Report to NCGP on the implementation of UNSCR 1325