Designing Inclusive Strategies
for Sustainable Security

Results-Oriented National Action Plans on Women, Peace and Security

OSCE
Organization for Security and
Co-operation in Europe

INCLUSIVE
SECURITY

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Designing Inclusive Strategies for
Sustainable Security:
**Results-Oriented National Action Plans
on Women, Peace and Security**

Inclusive Security and the Organization for Security and
Co-operation in Europe (OSCE) National Action Plan Academy

About this Publication

This publication captures lessons learned during the September 2016 OSCE National Action Plan (NAP) Academy held in Vienna, Austria and is a result of the participants' request for realistic examples of high-impact NAP designs. The purpose of NAP Academies is to bring together practitioners from diverse contexts to share their experiences in plan design and implementation. At NAP Academies, participants apply Inclusive Security tools to strengthen NAPs and use the results to highlight approaches, which have worked or fallen short in their country. This practical guide captures some first-hand examples, which were shared at the OSCE NAP Academy, and builds on earlier research on NAPs for implementing UN Security Council Resolution 1325. This report shares participants' insights and guidance on how to strengthen plan design processes. It discusses the elements of a "high-impact" plan, focusing on the logic framework (logframe), and the creation of results-oriented outcomes and midterm outcomes. Finally, based on the results of interactive exercises at the NAP Academy, it provides examples of possible plan outcomes and midterm outcomes, which are tailored to specific country contexts and priorities.

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Foreword from the OSCE

Sixteen years have passed since United Nations Security Council Resolution 1325 (UNSCR 1325) on Women, Peace and Security was adopted. Resolution 1325 and seven related follow-up resolutions are the result of an increasing awareness among policymakers and experts of the importance of empowering women to contribute fully and equally to conflict prevention, crisis management, conflict resolution and peacebuilding efforts. There is a growing understanding that gender-sensitive and inclusive peace and security processes are more effective and sustainable than gender-blind ones. At the same time, we are still witnessing, in reality, a low number of women participating in peace processes or sitting at negotiation tables. Far too often, gender equality continues to be an 'add-on issue' rather than being mainstreamed into all phases of the conflict cycle. In other words, much work still lies ahead of us.

The Organization for Security and Co-operation in Europe (OSCE) has a comprehensive framework to increase women's participation in addressing conflicts. The OSCE's main document on gender equality, the 2004 Gender Action Plan, and other Ministerial Council Decisions, recall UNSCR 1325 and emphasize the significant role women play in the prevention and resolution of conflicts and in peacebuilding. The decisions envisage that OSCE executive structures promote the implementation of UNSCR 1325 and support participating States in developing programmes and projects to enhance women's opportunities to participate in efforts promoting peace and security. Against this backdrop, the OSCE Gender Section offers assistance to participating States in drafting and developing National Action Plans (NAPs) on resolution 1325 and assessing their implementation. As of today, 28 OSCE participating States have adopted a National Action Plan on UNSCR 1325.

To improve NAP processes, the Gender Section, in co-operation with the Peace Research Institute Oslo (PRIO), undertook a study of existing NAPs in the OSCE region. The study identified areas, which needed to be enhanced to implement the resolution, and highlighted the need for a better understanding

of what gender mainstreaming means in practical terms. To better address the identified shortcomings in the NAP processes, the OSCE teamed up with the Washington-based institute Inclusive Security to offer an expert workshop—the NAP Academy—to OSCE structures and participating States. The first NAP Academy was organized in Vienna in September 2016 and brought together over fifty governmental and civil society experts from participating States to discuss and learn together and from each other how to create better and more effective National Action Plans on resolution 1325.

This publication presents the key results and lessons learned during the NAP Academy. It provides a practical tool for those who are directly involved in drafting National Action Plans and for those whose role is to monitor and evaluate such plans. It does not, however, aim at offering a universal model on how to structure a NAP. Rather, it provides suggestions and recommendations, which are based on inputs by many practitioners and experts who have worked on NAPs for years.

Miroslava Beham
OSCE Senior Adviser on Gender Issues

Overview

For peace to be sustainable, women must be fully engaged in building it. Recognizing this, the UN Security Council adopted resolution 1325 in 2000.[1] UN Security Council Resolution 1325 called on governments to acknowledge women's vital contributions, tasking them to act to increase the participation of women and incorporate gender perspectives into all peace and security efforts. UNSCR 1325 is built on four foundational pillars: prevention, protection, participation, and relief and recovery.

UNSCR 1325 alone wasn't enough to command immediate action, though. Understanding the urgency of the matter, in 2005, the Security Council asked individual countries to develop their own vehicles for implementation: National Action Plans, or NAPs.[2] NAPs are one of the most powerful tools governments, multilateral organizations, and civil society can use to enhance women's active role in conflict prevention, peacebuilding, and security processes. They provide a blueprint, which governments, multilateral institutions and civil society can use to co-ordinate action and track results at national or regional levels.[3]

The number of existing NAPs increases each year and yet there remains little evidence of how these policies impact the everyday lives of men and women. NAP Academies are a platform for practitioners to examine this gap and design strategies which contribute to building this evidence base. The OSCE Gender Section and Inclusive Security recognized the opportunity to co-host a NAP Academy to convene representatives from participating States and OSCE field operations to share practical lessons from the region.

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1   United Nations Security Council Resolution 1325, S/RES/1325 (2000).

2   Melody Hood, "What Are National Action Plans and Why Do They Matter?" , 10 Aug. 2016.

3   "OSCE Study on National Action Plans on the Implementation of the United Nations Security Council Resolution 1325," OSCE and PRIO, 2014.

National Action Plans at a Glance

As of December 2016, more than 63 countries globally have introduced National Action Plans and another ten were in the drafting or revision phases. Nearly half of those NAPs were introduced by OSCE participating States. NAPs remain a relatively new tool; 71 per cent were designed in or after 2010. As more countries introduce and revise NAPs, research has started to examine the successes and challenges of these national strategies. The OSCE, in co-operation with the Peace Research Institute Oslo (PRIO), studied 27 participating States' national strategies in 2014. The study identified essential components for successful NAPs, including: co-operation between government and civil society; having an overall plan co-ordinator; defining monitoring and evaluation systems at the conception of the plan; and connecting concrete actions with clear goals, budgets, and responsibilities.

The OSCE's research revealed that NAPs from most participating States focus on the participation pillar established in 1325. However, it was less clear what activities should be undertaken to enhance women's participation. Few NAPs focus on conflict prevention, resulting in a lack of gender inclusion and considerations in systems such as early warning, mediation, peace education, and diplomacy. While many countries addressed sexual violence committed by their own troops in their NAPs, the OSCE and PRIO found that most didn't consider how to prevent other conflict parties from perpetrations. Similarly, activities to protect women and girls centered on creating awareness among military personnel and aiding victims rather than targeting root causes of widespread gender-based violence. A wide variety of relief and recovery activities mentioned women's inclusion, but rarely did they feature gender-sensitive disarmament, demobilization, and reintegration programmes. This research highlighted the need to define "gender mainstreaming" in concrete, practical terms, and identified two fundamental reasons for the lack of progress in the implementation of the Women, Peace and Security agenda: lack of capacity and commitment of the actors involved, and scarce resources being earmarked for implementation.[4]

Many OSCE participating States, which were early adopters of NAPs, are now revising their plans to address these gaps, as well as emerging policy priorities like rising violent extremism, increased refugee and internally displaced populations, climate change, human security,[5] and the global nature of health

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4   Ibid.

5   The OSCE uses a comprehensive approach to security, which encompasses politico-military, economic and environmental, and human dimensions. The term "human security" used by many organizations is closely related to the "human dimension" in the OSCE's comprehensive approach to security.

pandemics.[6] Thus far, these second and third generation NAPs have proven more likely to be designed through inclusive processes; align with other national frameworks; feature improved monitoring and evaluation systems with clear gender targets and indicators; and respond to a changing global context of peace and security. The OSCE NAP Academy was an opportunity for government and civil society practitioners to share the rationale behind these decisions and to compare experiences. Ideally, best practices and lessons learned will be used by peers to strengthen their own revised plans.

National Action Plans provide a structure to achieve the goals outlined in resolution 1325:

- Help implementers set priorities, coordinate actions, simplify decision-making, and track progress;

- Prompt meaningful changes in behavior, policies and funding;

- Provide civil society a mechanism through which it can hold governments accountable; and

- Create space for governments, multilateral institutions, and civil society to work together and accomplish more.

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6   "From Global Promise to National Action: Advancing Women, Peace, and Security in the Democratic Republic of Congo, the Philippines, Serbia, and Sierra Leone."

"Women should always be at the table and their voices must be heard when it comes to preventing and addressing conflicts and promoting peace. The OSCE is working hard to ensure that gender equality aspects are an integral part of its comprehensive security concept."

– Ambassador Paul Bekkers,
Director, Office of the Secretary General

Inaugural OSCE
NAP Academy

To further promote inclusive, effective design processes, the OSCE Secretariat's Gender Section and Inclusive Security partnered to host the ***National Action Plan Academy: Designing Inclusive Strategies for Sustainable Security.*** The OSCE NAP Academy, held from 15 to 16 September, 2016 in Vienna, Austria, convened 52 practitioners of UNSCR 1325 from 14 OSCE participating States and the OSCE Mission in Kosovo. The Academy, a multi-year series of interactive gatherings to build capacity and connections among NAP practitioners around the globe, was first inaugurated at Georgetown University in 2014 by former US Secretary of State Hillary Clinton. In 2015, Inclusive Security held a second African NAP Academy in Nairobi, Kenya with participants from 17 countries.

"It's been crucial to have this moment in history where we accept this resolution. Now we're at a time where we need to walk the talk—and we've talked about it a lot."
– Ambassador Paul Bekkers

Through interactive sessions, government and civil society experts exchanged experiences and engaged in hands-on collaboration to strengthen the impact of their national strategies. Bolstered by field-tested tools and strategies, participants developed sustainable partnerships and concrete next steps to advance their plans.

Ambassador Swanee Hunt, Founder and Chair of Inclusive Security, and Ambassador Paul Bekkers, Director of the Office of the OSCE Secretary General, opened the Academy with an informal dialogue. They shared personal experiences with NAP implementation as well as their respective organizational priorities. Participants contributed examples of strategies to strengthen plan implementation in their home countries. The Academy was an opportunity to convene voices from different levels of government and organizational leadership, to have candid conversations about what has worked and what is needed moving forward.

Inclusive Security experts facilitated skill-building sessions based on tools they have developed through in-country work and consultations, as well as small

group discussions about strategies to design, monitor, and evaluate high-impact NAPs. In regional and cross-regional groups, participants reflected on global trends in NAP implementation, considered the benefits and shortcomings of different operational strategies, shared challenges and best practices for advancing women's inclusion, and revised their own plans to better address and achieve long-term, localized objectives. These mixed group exchanges were key to cultivating relationships between NAP practitioners from different contexts and provided a rare opportunity to learn from other nations' NAP development and implementation processes.

On the final day of the Academy, participants used Inclusive Security tools to evaluate their current or envisioned plan architecture. They assessed core components of their NAPs using the logframe structure, identified gaps to be addressed, and designed potential outcomes using logical reasoning. Together, government and civil society actors from each participating State committed to specific actions, which will improve their country's plan structure moving forward. Commitments included enhancing civil society engagement in developing and monitoring NAPs, advocating for further leadership support, and making use of the practical tools and lessons learned during the NAP Academy for drafting and implementing future National Action Plans.

High-Impact NAP Design Process

What is a high-impact National Action Plan, and why does it matter? Inclusive Security and the OSCE Secretariat's Gender Section chose NAP design for the focus of the Academy because adequate investment in the design process sets the stage for more high-impact plans. Ten years of research on NAPs[7] indicate that the most effective plans are nationally-designed and owned, reflecting each country's security needs and priorities for peace. Drawing from research and in-country experiences, a few elements emerge as critical for a high-impact NAP: it requires inclusive design and implementation processes; a results-based design and monitoring and evaluation (M&E) plan; strong political will; and adequate resources to fund plan implementation.

01 ⟩ Inclusive design

Both government and civil society should be represented in the co-ordination bodies responsible for designing, implementing, monitoring and evaluating the NAP. Not all design processes have to look the same, though best practice supports a clear division of roles and responsibilities and a transparent decision-making process.

02 ⟩ Results-based design and M&E plan

The plan should be designed with results in mind, with a logframe linking outcomes to outputs, and outputs to activities with indicators. The plan should also define roles, responsibilities, and specific timelines for collecting, analysing, reporting, and using the data.

03 ⟩ Political will

The NAP should be considered a national issue of peace and security—not just a "gender" issue. Commitment should be evident at the highest levels of the government, but mid-level management should also be invested in the success of the plan. Where relevant, local and provincial leaders should be engaged as well.

04 ⟩ Resources

The NAP should be budgeted AND resources allocated, disbursed, and tracked. Transparency is key throughout these elements. Only 11 of 47≈NAPs reviewed in 2014 specified a budget.

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7   For more, see "OSCE Study on National Action Plans on the Implementation of the United Nations Security Council Resolution 1325," "Preventing Conflict, Transforming Justice, Securing the Peace: A Global Study on the Implementation of United Nations Security Council Resolution 1325," "From Global Promise to National Action: Advancing Women, Peace, and Security in the Democratic Republic of Congo, the Philippines, Serbia, and Sierra Leone," and "Women in Peace and Security through United Nations Security Resolution 1325: Literature Review, Content Analysis of National Action Plans, and Implementation." Annex III contains a more robust list of resources.

The OSCE NAP Academy sessions[8] focused on the results-based plan design, which the organizers perceived to be central to achieving the above-mentioned four components. The majority of participating States and missions represented at the Academy are in the process of either drafting or revising their plans. Inclusive Security has found that NAPs designed with long-term results in mind are a tool for holding government agencies more accountable to one another and to target beneficiaries. Results-based plans facilitate stronger monitoring and evaluation, which leads to feedback loops for data to be collected throughout plan implementation, and for approaches to be adjusted for maximum impact as needed during the life of a plan.

In addition to the process components leading to higher-impact NAPs, plans most consistently address three core substantive elements:

Meaningful participation

„Meangingful" typically refers to 30-35% or a critical mass of women participating in whatever sector the outcomes are aimed at addressing, but this target percentage or meaning can vary from context to context.

Comprehensive security

Shifting perspective from a state-oriented vision of security to a people-centric vision of security. This allows for a more holistic view of threats including political, economic, or security threats.

Behaviors and attitudes

Addressing behavioral and social barriers to inclusion. This stresses the importance of bringing the public along with you—not just changing laws and policies—but changing mindsets.

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8   See Annex II for the full agenda.

Why a Results-Based, Inclusive Design Process?

A results-based, inclusive approach to NAP design supports partnerships and strengthens the shared commitment both among government agencies and between government and civil society organizations. High-impact NAPs can lay the foundation for efficient co-ordination of government and civil society action on relevant foreign and domestic policy priorities. Results-based planning is most effective when it is done collaboratively. When key actors jointly identify the long-term change they aim to achieve through the NAP, they can then determine how each institution is best positioned to contribute to the effort. Creating a NAP in a collaborative manner—including all governmental and civil society stakeholders—strengthens links between implementers, beneficiaries, and decision-makers. It also enhances political will, promoting buy-in from responsible stakeholders from the earliest stages of plan design. This can, in turn, increase resource allocation and budget commitments.

Results-based design also improves the quality of policies and programmes themselves. Emphasizing outcomes at the beginning of the NAP design process (rather than outputs and activities, all described later in this report) can lead to a strong monitoring and evaluation system, which provides reliable, timely, and relevant information on the progress of a country's NAP. Many country examples demonstrate that NAPs based on activities and outputs tend to be less effectively co-ordinated. These plans are less likely to move to the implementation phase due to insufficient buy-in; it is more difficult to monitor plan progress or collect the right data about the plan's impact. Ultimately, research shows that what is measured is more likely to be prioritized. The more data there is about what works—and what doesn't—the more well-positioned government and civil society will be to influence policy and budget commitments essential to the implementation of UNSCR 1325.

New research reviewing the NAP design process of the Democratic Republic of the Congo, the Philippines, Serbia, and Sierra Leone found that "across these diverse cases … governments and civil societies developed plans through a broadly inclusive process, increasing collaboration around key peace and security priorities in post-conflict

"It's not about deciding if there should be street lamps to protect women, it's about making sure women are in the positions making that decision."
– Ambassador Swanee Hunt

settings that are often plagued by a lack of trust and communication."[9] While not the explicit intent of a NAP, the researchers found that this "cooperative approach created new avenues for women to inform policy-making and articulate priorities, which otherwise might have been overlooked."[10]

Finally, results-based monitoring and evaluation practices encourage accountability within government and between government and civil society. Logframes are the core of a high-impact NAP and make it possible to design realistic indicators, which help measure progress and increase transparency. It is not just about defining what does not work, it is also about documenting successes and learning from the process to enhance and improve policies.

For these reasons, the OSCE NAP Academy created a chance for government and civil society actors to better understand results-based design and to explore how it can be implemented in their own contexts.

Key Factors of an Inclusive Design Process

An inclusive design process can be difficult and time-intensive, but doing the work up front is critical for effective NAP implementation. During small group discussions at the NAP Academy, government and civil society representatives shared their experiences related to co-ordination among different parties. One Academy session focused on the distinction between—and unique importance of—NAP *processes* and *impacts*. In some cases, the plan processes are under-prioritized during the design phase, neglecting regularly scheduled co-ordination meetings or clearly articulated reporting structures. These plan processes are critically important.

The following recommendations for strong processes in plan design, implementation, and accountability (monitoring and evaluation) are based on experiences and discussions of participants at the OSCE NAP Academy:

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9   Alexandra Amling and Marie O'Reilly, "From Global Promise to National Action: Advancing Women, Peace, and Security in the Democratic Republic of Congo, the Philippines, Serbia, and Sierra Leone," Inclusive Security, Oct 2016.

10   Ibid.

▶ Commitment and Role Clarity

High-impact NAPs require governmental commitment throughout plan phases. The process is as important as the product; it enhances the accuracy of outcomes, creates shared responsibility, and builds political will for more effective implementation. Participants of the NAP Academy reiterated that, for this process to be effective, roles and responsibilities need to be clear throughout the design and implementation process. Two additional strategies were recommended during the Academy for deepening commitment and role clarity. First, drafters may consider creating and designating funding for a 1325 civil society group with an agreement or memorandum of understanding with the government to ensure commitment to participate and co-ordinate. Second, to secure higher-level commitment, another option is to establish a steering committee of senior stakeholders who can serve as a consultative body during drafting, and assist in co-ordinating during implementation. Additionally, tools can help to increase clarity and commitment; for example, participants from Bosnia shared that they used a Terms of Reference (ToR) for NAP drafters to ensure that government and civil society actors understood their concrete roles and responsibilities.

▶ Diverse Design and Drafting Teams

To conduct the primary drafting work of the NAP, it is recommendable to establish a diverse drafting committee comprised of working-level technical staff with direct knowledge of policy needs, challenges, and implementation processes. One should also provide enough time for this cross-section of actors to identify core problems, key priorities for the life of the NAP, thoughtfully draft components of the logframe, and review past successes and challenges under the prior NAP processes if relevant. Many participants remarked on the need to create space for these foundational conversations to occur, noting that this cannot be a rushed process. Additional time may be needed to build capacity on results-based management and logframe terms.

Participants also reinforced the need to ensure linkages between the NAP and other national strategies to reduce duplication, enhance co-ordination, and increase efficiency. Deepening the women, peace and security community's knowledge and experience around emerging needs such as the UN's Sustainable Development Goals, countering violent extremism, humanitarian aid, human security and so on will also support connections between global agendas and national strategies. While the national-level policies are important, domestic-

facing NAPs[11] in particular should prioritize localizing 1325 to increase implementation and direct impact at provincial and municipal levels. Local authorities and civil society have information about what is happening on the ground, which can inform the activities, decisions, reporting, and impact of central government and civil society organizations.

Where possible, improve the uniformity and understanding of the language used throughout the NAP. Agreeing on targets and definitions early and then explicitly stating them in the plan will improve the ability to assess impact. Participants also noted the need to go beyond numbers and increased percentages. Indicators should also measure power and influence of the work—in other words, long-term results—rather than just the "number of people affected" by a project.

"A critical piece is leadership, and whether or not you have a committed, designated senior leader who can bring this conversation into high-level government meetings is key to success."
– OSCE NAP Academy participant from the USA

▸ Consult with Key Stakeholders

Throughout the design phase, drafters should incorporate consultations with key stakeholders within the government and affected communities to test assumptions about priorities, outputs, and key actors. Drafters should consider scheduling consultations through embassies, missions, and diaspora, refugee, or other conflict-affected communities to reach a broad base of those impacted by these potential plans. A participant from Italy shared that, during the drafting of their NAP, they realized there was a lack of communication between governments and civil society and this had led to a strained relationship. To rectify this, civil society was consulted after the NAP was written but before it was finalized, and this helped to improve the relationship with the government. Now, civil society isn't just a watchdog but actually supports the government in the NAP implementation, though participants noted that strengthening this relationship and making effective changes will take time.

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11   A domestic-facing NAP focuses on national policy priorities rather than foreign policy-oriented priorities. For more, see the final section of this report.

▶ Monitoring and Reporting

Identify NAP focal points within government ministries, agencies, institutions, and parliaments. This responsibility does not necessarily have to be held by a single person within each ministry, but instead could be a team of dedicated staff to help foster shared responsibility and ongoing support. As one United States representative stated, "Building staff capacity is key—understanding the why is only a piece of it; the how is what motivates them. We've seen much stronger results in creating and resourcing women, peace and security accountability when we send people out to translate the rhetoric into reality." Participants also suggested that M&E plans should frame questions in ways which encourage including qualitative updates about progress in addition to more traditional quantitative data, pushing implementers to think about the impact of their activities beyond reporting on workshops held or reports published.

It's important for government to see civil society as a strategic partner in M&E and implementation. Thinking about it that way is much more useful than having civil society in a 'big brother' role, telling you what you're doing wrong.

– OSCE NAP Academy Participant

▶ Continued High-Level Co-ordination throughout Implementation

Momentum is often lost after a plan is launched. Before implementation begins, it is important to determine the mechanism through which government and civil society will co-ordinate, share progress and challenges, and maintain the relationships formed in the drafting process. The co-ordination mechanism should meet regularly and, by the end of each meeting, identify the next steps to be taken. This mechanism could have a rotating chair responsible for ensuring actions are completed. Ministries should also consider creating internal co-ordination mechanisms to harmonize internal data collection within larger bodies. Co-ordination mechanisms often involve civil society and ministerial levels, but NAP Academy participants also encouraged countries to consider involving the parliament to ensure feedback is heard, impact is seen, and

relevant change is implemented. Effective communication and co-ordination can also lead to unexpected results, as one Canadian NAP participant relayed in this example: At the first NAP Academy in 2014, Canada had representatives from civil society, government, and the Canadian police force. While civil society had engaged with the police force for years, they were skeptical of the gender sensitivity of practices in police training due to perceived secrecy and lack of transparency. When this issue came up during a NAP Academy, the police force invited civil society to privately observe a training session, write a report with recommendations, and share recommendations with the force. The force committed to review the recommendations and make necessary adjustments before inviting civil society back to observe its changes. Civil society has since observed the police and submitted recommendations, and the police are implementing appropriate changes.

"Women can work across divides; they have their fingers on the pulse and have different knowledge and information that are extremely relevant to peace agreements. They know not only what to put into the agreement, but how to sell the agreement back home."
– Ambassador Swanee Hunt

Developing Strong Logframes and Outcomes[12]

If a logframe is the foundation of a results-based NAP, outcomes are the foundation of the logframe. Participants at the NAP Academy completed exercises to strengthen their skills in drafting plan outcomes and testing the logical links between institutional actions and long-term results.

The NAP Logframe

A logframe is an analytical tool used to plan, monitor, and evaluate projects. The framework helps users "focus the conversation on results and impact; it can be used at any point in the process of implementing, monitoring, and evaluating a NAP. The core components of a logframe are impact, outcomes, midterm outcomes, outputs, and activities."[13] The NAP logframe is based on logical links, visually demonstrating the cause and effect of proposed interventions. For example, if midterm outcomes are accomplished, then the outcomes will be achieved, all contributing toward the impact. Designing a NAP using this approach enables all actors who will be involved in plan implementation to have a clear understanding of how their actions will contribute to the outcome. It can also be challenging because it requires relevant actors to commit time and resources to the design process itself—long before reaching the implementation phase. But investment on the front end will ultimately lead to an action plan shaped by strategy and logic.

The framework encourages drafters to consider the relationships between available resources, planned activities, and desired changes or results. The following three pages provide examples of NAP logframes and their elements.

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12   For background on logframes and NAP monitoring and evaluation, please reference "What Matters Most: Measuring Plans for Inclusive Security" and other resources at the end of this report.

13   Zsuzsanna Lippai and Angelic Young, "What Matters Most: Measuring Plans for Inclusive Security," Inclusive Security, Dec. 2014.

First, a sample logframe format details how the midterm outcomes, outputs, and activities reinforce the ultimate outcome of "meaningful participation of women in peace and security processes is attained." Then, a different view of this outcome shows the logic behind the logframe, demonstrating an "if/then" tool used in the NAP Academy. This illustrates how drafters can check the assumptions along the steps of the process, confirming that each component is necessary and sufficient to achieve the outcome. Finally, an example of a country logframe with three objectives is provided from Bosnia and Herzegovina's latest National Action Plan.

Sample Logical Framework

Definition of Result Statement Levels

Sample Result Statements

OUTCOMES The intended changes that a policy or program seeks to support by the end of its lifespan.	**OUTCOME 1** **Meaningful participation of women in peace and security processes is attained.**		
MIDTERM OUTCOMES The results a policy or program intends to achieve mid-way through implementation.	MIDTERM OUTCOME 1.1 **Key laws and policies for increased women's participation in governance are implemented.**		
OUTPUTS The deliverables: the products, goods or services that result from a program or policy.	**Output 1.1.1** International and domestic **examples of laws and policies** for increased women's participation are analyzed.	**Output 1.1.2** **Key laws and policies** for increased women's participation are drafted.	**Output 1.1.3** Policymaker **support** for draft laws and policies for increased women's participation is obtained.
ACTIVITIES What needs to be done to product the policy's or program's outputs.	**Activities** Examples of laws and policies are identified. Examples are ranked by quality and relevance.	**Activities** Policy drafting sessions are held. Review of drafts are completed.	**Activities** Meetings with policymakers are held.

MIDTERM OUTCOME 1.2

Women's capacity to participate in governance is increased.

MIDTERM OUTCOME 1.3

Women's representation in governance is increased.

Output 1.2.1

Women **knowledge and skills** for governing (running for elections, policymaking, citizen outreach) are increased.

Output 1.2.2

Mentorship relationships between effective policymakers and rising women are established.

Output 1.3.1

Action plans for increasing number of women candidates are created by political parties.

Output 1.3.2

Linkages between women leaders (potential candidates) and political parties are strengthened.

Activities

Workshops are delivered.

Technical assistance on key projects is delivered.

Activities

Networking events are held.

One-on-one meetings are held.

Q&A sessions are held.

Activities

Action planning sessions are held

Activities

Community events are attended by party leaders.

Networking events are held.

Sample Logical Framework

Outcome 1 and "If, Then" Statements

OUTCOME 1

Meaningful participation of women in peace and security processes is attained.

MIDTERM OUTCOME 1.1	MIDTERM OUTCOME 1.2
Key laws and policies for increased women's participation in governance are implemented.	**Women's capacity to participate in governance is increased.**

Output 1.1.1	Output 1.1.2	Output 1.1.3	
International and domestic **examples of laws and policies** for increased women's participation are analyzed.	**Key laws and policies** for increased women's participation are drafted.	Policymaker **support** for draft laws and policies for increased women's participation is obtained.	• **If** examples of laws and policies are identified and the examples are ranked by quality and relevance, **then** international and domestic examples of laws and policies for increased women's participation are analyzed.

Activities

Activities: Examples of laws and policies are identified.

Examples are ranked by quality and relevance.

NECESSARY AND SUFFICIENT

You must ensure that all results at one level are both necessary and sufficient to reach the next level.

• if Output 1.1.1, Output 1.1.2, and Output 1.1.3 were not sufficient to achieve Midterm Outcome 1.1, then we would need to identify what additional outputs we would need to reach the Midterm Outcome 1.1.

MIDTERM OUTCOME 1.3

Women's representation in governance is increased.

- **If** international and domestic examples of laws and policies for increased women's participation are analyzed, **and** key laws and policies for increased women's participation are drafted, **and** policymaker support for draft laws and policies for increased women's participation is obtained, **then** key laws and policies for increased women's participation in governance are implemented.

- **If** key laws and policies for increased women's participation in governance are implemented, **and** women's capacity to participate in governance is increased, **and** women's representation in governance is increased, **then** meaningful participation of women in peace and security processes is attained.

- Likewise, if Output 1.1.1, Output 1.1.2, and Output 1.1.3 were not all necessary to achieve Midterm Outcome 1.1, then we would want to remove any unnecessary outputs to avoid wasting resources on work that is not required to achieve our intended results.

ADDITIONAL NOTES

In this example we have only done the logic check for one set of activities and one set of output due to space limitations. You will want to conduct this logic check from all activities to their related outputs and from all outputs to their related midterm outcomes.

Action plan for implementation of UNSCR 1325 in Bosnia and Herzegovina
For the period 2014-2017

EQUAL PARTICIPATION		
STRATEGIC GOAL 1 Increased participation of women in decision making position in the military, police and peace missions		
MIDTERM OBJECTIVES		
1.1	**1.2**	**1.3**
Key laws and policies enable increasement of participation of women in decision making, in the police, military and peace missions	**Women have the capacities in decision making, in the military and police forces and peace missions**	**Awareness about importance of participation of women in decision making and achieving peace and security**
EXPECTED RESULTS		
1.1.1. Laws are harmonized with international and domestic gender equality standards **1.1.2.** Increased capacities for harmonization of laws and internal regulations **1.1.3.** Adopted particular measures for increasement of participation of women in decision making on all levels, especially in defense and security sectors	**1.2.1.** Capacity building enabled **1.2.2.** Conditions created for improvement of mutual cooperation and networking of women in defense and security sectors	**1.3.1.** Completed training about importance of participation of women for key decision makers, employees and managerial staff in defense and security sectors **1.3.2.** Instruments and mechanisms for strengthening and promotion of equal participation are applied **1.3.3.** Campaigns conducted for raising awareness of public about importance of participation of women in decision making and defensive, security and peace process
COORDINATION AND PARTNERSHIP		
STRATEGIC GOAL 3 Improved condition and access to implementation of AP UNSCR 1325		
MIDTERM OBJECTIVES		
3.1		
Improved mechanisms and instruments for implementation of AP UNSCR 1325		
EXPECTED RESULTS		
3.1.1 Improved mechanisms for coordination of implementation of AP UNSCR 1325 **3.1.2** Improved instruments for introducing gender equality principles in defense and security institutions		

BOSNA I HERCEGOVINA
Ministarstvo za ljudska prava i izbjeglice
Agencija za ravnopravnost spolova
Bosne i Hercegovine

BOSNIA AND HERZEGOVINA
Ministry for Human Rights and Refugees
Gender Equality Agency of
Bosnia and Herzegovina

ROTECTION AND PREVENTION

STRATEGIC GOAL 2
Increased level of human security

MIDTERM OBJECTIVES

2.1	2.2	2.3
Reduced rate of trafficking in BH	**Improved support and help for women and girls victims of sexual violence during and after the war**	**Decreased danger from mines in BH**

EXPECTED RESULTS

2.1.1. Legal mechanisms and relevant measures for combat against trafficking are being implemented **2.1.2.** Capacity building for fight against trafficking is ensured **2.1.3.** Implemented activities for raising awareness about trafficking	**2.2.1.** Legal framework and mechanisms for exercising the rights of victims of sexual abuse during and after the war have been improved **2.2.2.** Compensation and benefits/rehabilitation available for women and girls victims of rape during and after the war	**2.3.1.** Instruments and measures for reducing the threat of mines are being implemented **2.3.2.** Raised awareness and capacities for decreasing the risk of mined areas

3.2

Improved cooperation with other stakeholders

EXPECTED RESULTS

3.2.1 Improved cooperation with local authorities

3.2.2 Improved cooperation with NGO

3.2.3 Improved regional and international cooperation and information exchange about implementation of UNSCR 1325

Components of the NAP Logframe

01

Impact
The longer-term effect to which outcomes contribute

Impact is the long-term, society-wide development objective, which the NAP, strategy, or other policy intends to advance. This probably will not be fully achieved by the end of the NAP as other factors and organizations' actions contribute to impact— implementers do not have full control over achieving this aim.
Example: **Women are full and equal participants in all governmental decision-making on peace and security**
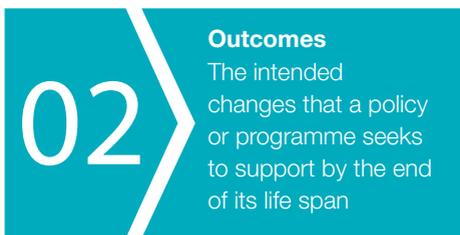
02

Outcomes
The intended changes that a policy or programme seeks to support by the end of its life span

Outcomes must use results language, signaling that something has changed. Using results language ensures that you remain focused on what you are trying to achieve. Outcomes should be specific, succinct, and tangible, and there should only be one result per outcome. While these should still be ambitious, implementers have more control over outcomes—these are the results, which will be achieved by the end of the NAP's implementation period.
Example: **The meaningful participation of women in peace and security processes is attained**

03

Midterm Outcomes
The results a policy or programme intends to achieve midway through implementation.

Midterm outcomes are the changes implementers should see at the NAP's midpoint if the plan is on track to achieve the outcomes. They serve as a scaffold to ensure that the logic of the plan holds together.
Example: **Key laws and policies for increased women in governance are implemented**
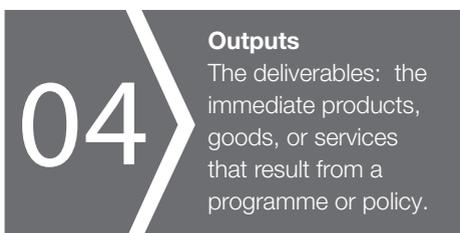
04

Outputs
The deliverables: the immediate products, goods, or services that result from a programme or policy.

Outputs are the direct result of activities. Implementers have the most control over outputs as they act as both the products and services they provide, such as drafting legislation or holding capacity building workshops.
Example: **Recommendations to strengthen key laws and policies for increased women's participation are drafted**

Drafting Outcome and Midterm Outcome Language

Outcomes should be designed through an inclusive, results-focused process. At their core, outcomes should refer to an institutional or behavioral change. The first step in this process is to identify the desired change through a needs assessment and problem analysis. Following this, NAP drafters would identify potential solutions, determining their government's most ambitious but achievable priorities. This is the starting point for the formation of a logframe. The OSCE NAP Academy focused primarily on this stage. Government and civil society actors at the Academy reflected on either the efficacy of their previous plans or recent needs assessments to brainstorm potential priorities for their new NAPs. In this process, it is important to keep outcomes practical, considering the timeline of the NAP—for example, four or five years—and focus on what change is possible within that timeframe.

While the women, peace and security agenda can be quite expansive, outcomes and midterm outcomes must be succinct, specific and tangible. NAPs are timebound products and, as such, must consider what priorities are most critical and can effectively be delivered in a limited timeframe. Given this, NAPs should limit the number of outcome-level priorities and only have one result per outcome or midterm outcome. This helps to ensure that the logic is realistic and clear and that implementing partners have an accurate shared vision of the desired change.

Another core tenant of results-based management is the use of results language. Outcomes and midterm outcomes language should answer the question "what does success look like at the end of the NAP implementation?" Instead of saying "there are more women in government" at the end of the NAP in the examples above, we instead used the language, "key laws and policies for increased women in governance are implemented." By focusing on a specific, desired change, countries will have a better sense of desired impact and will be able to assess whether the outputs and activities are sufficient to achieve that change. During one exercise at the Academy, groups practiced creating this language tailored to fit their context. Sample results from that exercise are included in the next section.

Design through an inclusive, results-focused process.

Use "results" language, signaling that something has changed.

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

Outcomes and Midterm Outcomes in Practice

The majority of the OSCE NAP Academy sessions focused on building results-based frameworks, with each country delegation drafting sample outcomes. The value of these events is that participants often use these draft outcomes subsequently in real life scenarios, potentially building them into the redesign of their NAPs.

Outcomes should be declarative, setting ambitious but achievable goals. It is often difficult to strike this balance. The following outcomes and midterm outcomes are inspired by results of small group exercises at the NAP Academy. They provide examples of what the concepts described above could look like in practice.

There is no perfect NAP outcome and midterm outcome language. Practitioners at the NAP Academy shared lessons learned from their own drafting experience. For example, try to avoid terms like "increased" at the outcome level where possible. "Increased" can mean an improvement of 1% or 100%. Instead, consider terms like "achieved" or "attained," implying the completion of that outcome at the end of the NAP period. Additionally, when using language like "achieved," it is important to agree on a shared definition at the design phase of what the terminology means in reality.

A key phrase to be conscious of and to clearly define is "meaningful participation," which tends to imply a critical mass—often considered to be 30% by international standards. Building off the language and objectives of UNSCR 1325 can be a starting point as it is clear and simple, but be sure to localize to the country context and craft outcomes and midterm outcomes addressing specific needs.

Consider these additional tips offered by practitioners at the Academy:

1. Remember that logframes should add up; they are designed to test the logic of the plan. Drafters should look at the midterm outcomes and ask, "if these midterm outcomes are achieved, will my outcome be achieved?" If not, consider refining or narrowing outcomes and midterm outcomes so that they reflect this potential.

2. Depending on the context, cross-cutting objectives may be useful. These are most likely to be operational in nature, describing how ministries and organizations should integrate the NAP into their work.

3. Create flexible plans, which can adapt as emerging security threats or policy issues arise. In addition to including flexible language, NAPs should also specify a mechanism to trigger a reflection on the outcomes and midterm outcomes on an annual basis.

Police are trained on how to handle violent crimes.

Community members regularly report violent crimes to police.

The rate of violent crime in our community is reduced by 25 %

Good ➡ **Better** ➡ **Best**

Good example

Better example

Best example

Examples of Participation Outcomes

OUTCOME	OUTCOME 1: Women's contribution to peace and security is affirmed.[14]	
MIDTERM OUTCOMES	MTO 1.1: Key influencers/leaders demonstrate commitment to advancing women's inclusion.	MTO 1.2: Society's perceptions of women's ability to contribute are improved.

OUTCOMES	OUTCOME 1: Meaningful participation of women in peace and security processes is attained.		
MIDTERM OUTCOMES	MTO 1.1: Men and women participate equally in civilian crisis management.	MTO 1.2: The percentage of women in military crisis management is doubled.	MTO 1.3: Women's representation increases by x% in peacebuilding and mediation.

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14   Example from "What Matters Most: Measuring Plans for Inclusive Security."

OUTCOME	OUTCOME 1: Representation of women in key positions of peace support operations is achieved.		
MIDTERM OUTCOMES	MTO 1.1: Representation of women in junior and middle management is increased by x%.	MTO 1.2: Barriers to women's recruitment are removed.	MTO 1.3: Awareness of career opportunities for women in senior levels is raised.

OUTCOME	OUTCOME 1: Women's and men's equal access to high-level and performing functions in security and defense sector is achieved.		
MIDTERM OUTCOMES	MTO 1.1: Legal framework is harmonized with gender equality standards and allows for more equal participation of men and women.	MTO 1.2: Capacity building of stakeholders (government, civil society, academia) is achieved.	MTO 1.3: Women's representation at all decision-making levels is increased by x%.

Examples of Protection Outcomes

OUTCOMES	OUTCOME 1: Gender perspective introduced in reparation and recovery measures for victims.		
MIDTERM OUTCOMES	MTO 1.1: Awareness is raised about the importance of reparations and recovery for women and girl victims of sexual and gender based violence.	MTO 1.2: Access to justice for victims of sexual and gender-based violence is improved.	MTO 1.3: Women's participation in disarmament, demobilization, and reintegration initiatives is enhanced.

OUTCOMES	OUTCOME 1: Security of women in Country X is increased.		
MIDTERM OUTCOMES	MTO 1.1: Women are included in development of security policies to reflect their needs.	MTO 1.2: The rate of violence against women is reduced.	MTO 1.3: Support system for women and girls affected by gender-based violence is in place.

Outward-facing versus Inward-facing Outcomes

NAPs can frame domestic policy priorities, foreign policy priorities, or both. Post-conflict countries tend to be more inward-facing, and global north or donor countries tend to be more outward-facing. During the OSCE NAP Academy, there were extensive conversations about how to structure NAPs, recognizing that domestic and international efforts on women, peace and security have to go hand in hand. There was agreement that there should be some domestic agenda for to every NAP, though tailored to the needs and priorities of each government. Below are examples of outcome language, which is either outward-facing (focused on external factors or foreign policy priorities) or inward-facing (focused on internal factors).

Outward-Facing

OUTCOMES	OUTCOME 1: External humanitarian aid funding is gender-responsive.		
MIDTERM OUTCOMES	MTO 1.1: Gender analysis is conducted and outcomes systematically considered as a basis for the design of humanitarian aid measures of all partner organizations (UN, (I)NGOs, etc.).	MTO 1.2: Systematic prevention mechanisms and responses to sexual and gender-based violence are in place in every humanitarian aid measure.	MTO 1.3: Active involvement of women in analysis, planning, implementation, and response is ensured.

Inward-Facing

OUTCOME	OUTCOME 1: Human security is improved.		
MIDTERM OUTCOMES	MTO 1.1: The rate of human trafficking in Country X is reduced.	MTO 1.2: Support to women and girl victims of sexual violence during and after war in Country X is improved.	MTO 1.3: Decreased danger of mines in Country X

Conclusion

As global security challenges evolve, it is critical that practitioners consider the diverse contributions of women in building and sustaining peace, as well as in addressing emerging security issues. One of the best ways to elevate those contributions remains through National Action Plans. However, NAP designers and implementers must avoid the tendency to pilot strategies which underutilize or deprioritize collaborative design processes or monitoring and evaluation plans. This includes drafting national plans, which habitually identify what we want to do—activities—without naming the change we want to achieve—outcomes.

There is no question that designing NAPs through an inclusive, results-oriented process can be intensive. Many government officials—even those present at the OSCE NAP Academy—feel they lack time or resources to collect comprehensive data, or struggle with defining results in a measurable way. Yet when policymakers collaborate with civil society to design a results-based national strategy, they maximize their limited time, resources, and data. Through consistent co-ordination and strategic design, countries can produce more thoughtful, high-impact plans. And most importantly, policymakers can craft policies, which create real and meaningful change, advancing the aims of UN Security Council Resolution 1325 and contributing to greater peace and stability around the world.

"There's so much evidence—we all know that when women are involved there's a better chance of success of conflict resolution. We should always look at added value; a good mix of people, men and women, has the best chance of success."
– Ambassador Paul Bekkers

About the OSCE

With 57 participating States in North America, Europe and Asia, the OSCE is the world's largest regional security organization, working to ensure peace, democracy and stability for more than a billion people. The OSCE has a comprehensive approach to security that encompasses politico-military, economic and environmental, and human aspects. It therefore addresses a wide range of security-related concerns, including arms control, confidence- and security-building measures, human rights, national minorities, democratization, policing strategies, counter-terrorism and economic and environmental activities. Inclusiveness underpins everything the OSCE does. All 57 participating States enjoy equal status, and decisions are taken by consensus on a politically, but not legally binding basis.

The security concerns of both men and women are at the heart of the OSCE's comprehensive security concept. The OSCE policy framework reflects this. It includes the 2004 OSCE-wide Gender Action Plan, and Ministerial Council Decisions, which reinforce the implementation of UN Security Council Resolution 1325. The Organization has field operations in South-East and Eastern Europe, the South Caucasus and Central Asia where many of these have assisted the host countries in setting-up structures for UNSCR 1325 implementation and in promoting strategies for increasing the number of women in the security sector. The OSCE Gender Section and the Office for Democratic Institutions and Human Rights (ODIHR) are very active on the policy level, and through trainings, in supporting OSCE participating States to enhance the resolution's implementation in the OSCE region. Through a number of initiatives, the organization assists participating States to initiate and/or improve National Action Plan development and implementation processes. It additionally acts as a platform for the exchange of regular information on National Action Plans and other strategies for the implementation of the women, peace and security agenda.

About Inclusive Security

Inclusive Security is transforming decision-making about war and peace. We're convinced that a more secure world is possible if policymakers and conflict-affected populations work together. Women's meaningful participation, in particular, can make the difference between failure and success. Since 1999, Inclusive Security has equipped decision makers with knowledge and tools, which strengthen their ability to develop inclusive policies and approaches. We have also bolstered the skills and influence of women leaders around the world.

To date, Inclusive Security has galvanized and connected more than 5,000 officials and 2,000 women from 45 conflict regions. In collaboration with governments and civil society networks, we've influenced the creation and strengthening of 25 country policies on women's inclusion, including National Action Plans. In partnership with women leaders and others, we've positively impacted scores of peace processes from Colombia to South Sudan. Together with these allies, we're making inclusion the rule, not the exception.

The Inclusive Security National Action Plan Initiative provides technical assistance to governments to create, implement, monitor, and evaluate National Action Plans and similar inter-agency policies for UN Security Council Resolution 1325 and subsequent resolutions. Since 2013, Inclusive Security has conducted final evaluations and presented recommendations to strengthen scores of NAPs. It has also assisted more than 30 governments in improving NAP implementation. Its direct engagements can take many forms, including consultative workshops with government and civil society experts; long-distance strategic guidance to define NAP priorities and plan for results; and participatory progress evaluations.

Annex I: **Representatives of the OSCE NAP Academy**

Austria
- CARE Austria
- Austrian Development Agency
- Permanent Mission of Austria to the OSCE

Bosnia
- Agency for Gender Equality
- OSCE Mission to Bosnia and Herzegovina

Canada
- Global Affairs Canada
- Women, Peace and Security Network
- National Defence Headquarters

Finland
- Civil Society 1325 Network
- University of Helsinki
- Ministry of the Interior
- Ministry for Foreign Affairs

Georgia
- Ministry of Defence
- Women's Information Center

Italy
- Women in International Security – Italy
- Permanent Mission of Italy to the OSCE

OSCE Mission in Kosovo
- NGO Kosovo Rehabilitation Centre for Torture Victims
- Agency on Gender Equality
- OSCE Mission in Kosovo

Kyrgyzstan
- OSCE Centre in Bishkek
- Ensan-Diamond
- Ministry of Internal Affairs
- Armed Forces of the Kyrgyz Republic

Lithuania
- Human Rights Monitoring Institute
- Ministry of Foreign Affairs

Moldova
- Armed Forces Military Academy "Alexandru cel Bun"
- Moldova State University
- Ministry of Labor, Social Protection, and Family
- Information and Documentation Centre on NATO

Serbia
- OSCE Mission to Serbia
- Commissioner for the Protection of Equality
- Belgrade Centre for Security Policy

- Public Policy Research Centre

Spain
- Ministry of Foreign Affairs and Cooperation
- Ministry of Defence

Ukraine
- Ministry of Social Policy of Ukraine
- La Strada Offices
- Ukrainian Foundation for Public Health
- Women's Information Consultative Centre

United Kingdom
- Foreign and Commonwealth Office
- Gender Action for Peace and Security
- UK Delegation to the OSCE
- Ministry of Defence

United States
- United States Agency for International Development
- U.S. Mission to the OSCE

Annex II: **NAP Academy Agenda**

Designing Inclusive Strategies for Sustainable Security
15-16 September, 2016 | Vienna, Austria

Agenda

<div style="background:teal;color:white;">**DAY ONE**</div>

8:30am - 9:00am   Registration

9:00am - 9:30am   Welcome
Review of the agenda and learning objectives for the two-day session.
» **Miki Jačević,** Vice Chair of Inclusive Security
» **Ambassador Miroslava Beham,**
   OSCE Senior Adviser on Gender Issues

9:30am - 11:00am   Opening Discussion
Keynote speakers formally open the Academy, discussing strategies to increase political will, funding, and accountability for implementing UNSCR 1325.
» **Ambassador Lamberto Zannier,** OSCE Secretary General
» **Ambassador Swanee Hunt,**
   Founder and Chair of Inclusive Security

11:00am - 11:30 am   Break

11:30am - 12:45pm   Global Trends in National Action Plan Implementation
Inclusive Security staff present recent global trends related to design and implementation of National Action Plans for resolution 1325. In small groups, participants discuss how these trends are relevant for their NAPs and share reflections with the group.

12:45pm - 2:15pm   Lunch

2:15pm - 3:15pm   High-Impact NAP Structure
Inclusive Security staff present the importance of designing action plans with long-term results in mind; introduce their High-Impact NAP Framework; and discuss how a strong plan structure leads to effective monitoring and reporting on implementation.

3:15pm - 3:45pm   Break

3:45pm - 4:30pm   Setting Plan Priorities
Participants work in groups on their respective NAP to identify the long-term results that they aim to achieve by implementing their NAP.

4:30pm - 5:00pm   Debrief
Participants share results from the last session as well as highlights from the day.

5:00pm - 6:30pm   Evening Reception

DAY TWO

9:00am - 9:15am   Opening Reflections
Participants recall key takeaways from previous day and review the agenda for day two.

9:15am - 9:45am   Monitoring Plan implementation for Maximum Results
Inclusive Security staff introduces its monitoring and evaluation guide, What Matters Most: Measuring Plans for Inclusive Security, *as well as accompanying tools. They discuss how the guide can be used to improve processes for and impact of NAP implementation.*

9:45am - 10:45am   Process and Impact
In small groups, participants brainstorm how effective NAP implementation processes contribute to advancing resolution 1325.

10:45am - 11:15am   Break

11:15am - 11:45am   Debrief
As a full group, participants report the results from their previous discussion.

11:45am - 12:00pm   Designing for Results
Inclusive Security staff introduces its customized tool to strengthen the structure of NAPs.

12:00pm - 1:30pm   Lunch

1:30pm - 2:30pm   Assessing Your Plan Structures
Participants apply Inclusive Security's tool in their local context. Through an interactive exercise, participants self-evaluate the strengths and gaps in their plan structure. Using Inclusive Security's tool, they rate the strength of their plan structure on a scale from 1 to 3.

2:30pm - 3:15pm	Debrief
	As a full group, participants report the results from the previous exercise.
3:15pm - 3:45pm	Break
3:45pm - 4:30pm	Committing to Next Steps
	Building on the results of the assessment, participants commit to five concrete steps they will take when they return home to strengthen their plan design or implementation. For those whose plans were recently designed or revised, this exercise emphasizes how concepts learned at the Academy can be applied to improve accountability and reporting.
4:30pm - 5:00pm	Debrief
	As a full group, participants report the results from the previous exercise.
5:00pm - 5:30pm	Closing Reflections
	Participants reflect on key lessons learned and main takeaways of the Academy. Inclusive Security Staff and representatives of the OSCE Gender Section present closing remarks.

Speakers
Miroslava Beham, OSCE Senior Adviser on Gender Issues
Miki Jačević, Vice Chair of Inclusive Security

Annex III: **Additional Resources**

As a learning hub for National Action Plan design and implementation, the Inclusive Security Resource Center features a content library, interactive training courses, and monitoring and evaluation guidance. View the Resource Center at https://actionplans.inclusivesecurity.org/.

Key resources on NAPs and UNSCR 1325 include:

1. **"OSCE Study on National Action Plans on the Implementation of the United Nations Security Council Resolution 1325,"** OSCE, 2014. http://www.osce.org/secretariat/125727?download=true

2. **"What Matters Most: Measuring Plans for Inclusive Security,"** Inclusive Security 2014. https://www.inclusivesecurity.org/publication/matters-measuring-plans-inclusive-security/

3. **"Preventing Conflict, Transforming Justice, Securing the Peace: A Global Study on the Implementation of United Nations Security Council Resolution 1325,"** UN Women,2015. http://wps.unwomen.org/~/media/files/un women/wps/highlights/unw-global-study-1325-2015.pdf

4. **"From Global Promise to National Action: Advancing Women, Peace, and Security in the Democratic Republic of Congo, the Philippines, Serbia, and Sierra Leone,"** Inclusive Security, 2016. https://www.inclusivesecurity.org/wp-content/uploads/2016/10/From-Global-Promise-to-National-Action.pdf

5. **"Women and Peace and Security: Report of the Secretary-General,"** United Nations Security Council, 2010. http://www.un.org/ga/search/view_doc.asp?symbol=S/2010/173

6. **"Ten-year Impact Study on Implementation of UN Security Council Resolution 1325 (2000) on Women, Peace and Security in Peacekeeping: Final Report to the United Nations Department of Peacekeeping Operations, Department of Field Support,"** United Nations, 2010. http://www.un.org/en/peacekeeping/documents/10year_impact_study_1325.pdf

7. **"Financing for the Implementation of National Action Plans on UN Security Council Resolution 1325: Critical for Advancing Women's Human Rights, Peace and Security,"** Cordaid and Global Network of Women Peacebuilders, October 2014. https://www.cordaid.org/media/medialibrary/2014/10/FinancingUNSCR1325_2014_27oct.pdf

8. **"Peace Agreements or Pieces of Paper? The Impact of UNSC Resolution 1325 on Peace Processes and Their Agreements,"** Christine Bell and Catherine O'Rourke, The International and Comparative Law Quarterly, October 2010. https://www.cambridge.org/core/journals/international-and-comparative-law-quarterly/article/peace-agreements-or-pieces-of-paper-the-impact-of-unsc-resolution-1325-on-peace-processes-and-their-agreements/1AAFCDE695804F5E3A96729BEE924462#cjotab_tab002

9. **"Women in Peace and Security through United Nations Security Resolution 1325: Literature Review, Content Analysis of National Action Plans, and Implementation,"** Barbara Miller, Milad Pournik and Aisling Swaine, May 2014. http://www.peacewomen.org/assets/file/NationalActionPlans/miladpournikanalysisdocs/igis_womeninpeaceandsecuritythroughunsr1325_millerpournikswaine_2014.pdf

Follow OSCE

The Gender Section
Office of the Secretary General
OSCE Secretariat
Wallnerstrasse 6
1010 Vienna, Austria

E-mail: equality@osce.org
www.osce.org/gender

Inclusive Security
1615 M St. NW, Suite 850
Washington, DC 20036
info@inclusivesecurity.org
inclusivesecurity.org

OSCE
Organization for Security and
Co-operation in Europe