SECOND NATIONAL ACTION PLAN
of the Republic of North Macedonia
for the Implementation of United Nations
Security Council Resolution 1325 –

Women, Peace and Security 2020 – 2025

Strategic Framework

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July, 2020

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FOREWORD

Deputy Prime Minister and
Minister of Defence of the
Republic of North Macedonia

*Radmila SHEKERINSKA-
JANKOVSKA*

Since our independence, we have committed to building an inclusive and tolerant society, one which respects European values and the rule of law. Protection of human rights and equal opportunities for all are both a prerequisite and a bedrock to achieve this national vision.

As a country we have faced - and successfully resolved - conflict. Learning from this experience, we fully recognize the disproportionate impact that conflict and post-conflict situations have on women and girls and acknowledge that women's participation in conflict and post-conflict prevention and resolution is critical for restoring a prosperous society.

In our recent history, we have successfully surpassed many challenges, engaged in deep reforms and continued to strengthen our economy. This year we have become a full member of NATO, the strongest political and military Alliance in the world, and started accession negotiations with the European Union.

To fulfill our new international commitments and our national priorities, we must harness all our talent. Our women and men must be united in one common democratic, inclusive mission committed to positive change.

We will therefore strive to further promote women's rights and to align gender perspectives, gender balance and gender equality in all our peace, governance and security initiatives.

We will seek nothing less than to reconcile our burgeoning international presence with genuine, effective, equal and affirmative national gender representation through holistic implementation of the Women, Peace and Security global agenda.

This second National Action Plan 2020-25 defines our way forward. It is a bold and wide-ranging document; deliberately so. It is designed to be a catalyst for action.

We recognize the scale of the challenge. We will rise once more to meet it; as a nation, we will make this journey together in order to ensure a brighter future for succeeding generations to come.

*T*he Women, Peace and Security agenda and promoting global gender equality internationally is a key priority for the United Kingdom; empowering women and girls improves peace and stability, economic growth and poverty reduction. Equally, it is a metric against which many judge the values and standards of a society. For this reason, I am very pleased that the United Kingdom has been able to assist our NATO ally, the Republic of North Macedonia, in this key policy area. The National Action Plan that follows, represents the first steps of a very important journey; one that in the long term will not be judged by the words in this document, rather by the tangible changes and action that flow from it once implemented. Behavioural change is always difficult, and is rarely realised overnight. It requires persistence, honesty, and at times, bravery in affecting such a change – at all levels. I believe that this plan represents an excellent starting point. With clear direction, support, funding and oversight, it should be effective in the long term, and lead to a dramatic change in the gender landscape in North Macedonia. It will serve as a beacon to other countries that aspire to the same values and standards, and the United Kingdom remains committed to supporting the Republic of North Macedonia in these future endeavours.

Rachel GALLOWAY
British Ambassador, British
Embassy ‚Skopje‘

*I*n 2020, the year of the 20th anniversary of the UN Security Council Resolution 1325, the Programme Presence Office of UN Women in North Macedonia compliments the adoption of the second National Action Plan for the implementation of the UNSCR 1325. The important role of women, their voices and their place at negotiation/decision-making tables are vital for prevention of conflicts, peacebuilding and peace maintaining processes.

UN Women's work in the area of women, peace and security is guided by the ten UN Security Council Resolutions on Women, Peace and Security, to promote gender equality and strengthen women's participation. We stand ready to further provide support to the Ministry of Defence in their efforts to mainstream gender equality, advancement of women and their equal representation at all levels in the Army, Ministry and security sector as a whole, while translating into practice the vision of the second National Action Plan.

Vesna IVANOVIKJ-CASTAREDE
Head of Office,
UN Women Programme
Presence Office in the
Republic of North Macedonia

*T*he Second National Action Plan for the Implementation of UN Security Council Resolution 1325 is a key milestone in meeting the national obligations stemming from the Women, Peace and Security Agenda, as well as the crowning achievement of the Ministry of Defence's years-long strive to promote gender equality in defence.

For me personally, the development of the Second NAP 2020-2025 was a remarkable experience, a demonstration of teamwork and a strong commitment to real change.

Guided by the words of a wise woman, "When you reach to the top, you should remember to send the elevator back down for the others" I am deeply convinced that this document will be a precursor to change for the next generation of leaders and a key driver towards a peaceful and prosperous future for all. I am deeply convinced, because as former First Lady of the United States Hillary Clinton stated two decades ago "Human rights are women's rights and women's rights are human rights, once and for all!"

Katerina STAVRESKA
Chief of the Cabinet of
the Minister of Defence
and Head of the Working
Group for Implementation
of Gender Perspectives in
the Ministry of Defence

*A*braham Lincoln said 'the best way to predict the future is to create it'. If my prediction for the future is a gender inclusive, transparent and dynamic Republic of North Macedonia, then this document will be a key part of making it so. I have been blessed to witness this journey and work with a team of remarkable women and men. NAP 2020-25 is ambitious, deliberately so, but the future it offers will be equally expansive.

Abigail AUSTEN
UK Gender Advisor

OUR JOURNEY

The Republic of North Macedonia declared independence on the 8th of September, 1991. Since that time - as a country and as a people - we have committed ourselves to our vision of an inclusive, tolerant and liberal democracy. That journey has not always been easy; we have had to overcome many obstacles and the scale of the challenge has been immense. Yet we have persevered.

The Republic of North Macedonia has been a member of the United Nations since 1993. We are part of the Council of Europe, World Bank, World Trade Organisation, the Organisation for Security and Co-operation in Europe and a candidate for membership of the European Union (EU) since 2005. The Republic of North Macedonia is now an upper middle-income country, making considerable strides in economic reform and currently ranking eighty-second on the Human Development Index. We provide free primary and secondary education, social security and universal health to our citizens.

We settled the complex issue of our country's name with Greece through the Prespa Agreement (2018) and acceded to the North Atlantic Treaty Organisation (NATO) as the thirtieth member in early 2020.

Our journey has been one of constant progress. This strategic framework marks another step forward.

We celebrate 2020 with an ambition to achieve true gender equality and transparency in both national and international public life. This is a year of real achievement and progress. This year has presented an excellent opportunity for national reflection and a springboard for further action.

2020 marks the twentieth anniversary of UN Security Council Resolution (UNSCR) 1325 on Women, Peace and Security, the twenty-fifth anniversary of the adoption of the Beijing Declaration and the Platform for Action, and the fifth anniversary of the global commitment to UN Sustainable Development Goals (SDGs). We especially acknowledge the importance of SDG5 Gender Equality and SDG16 Peace, Justice and Strong Institutions.

This strategic framework is a clear statement of our national intent to contribute to delivery of the 2030 Women Peace and Security (WPS) agenda; we will rise to the vision that these anniversaries commemorate.

Building upon the experiences of our first National Action Plan (NAP) for national delivery of the family of WPS legislation, our second five-year NAP 2020-2025 will articulate our expanded national vision, engagement and ambition within the framework of the four UNSCR 1325 key pillars:

1. **Prevention** - prevention of conflict and all forms of violence against women and girls in conflict and post-conflict situations.
2. **Participation** - women participate equally with men and gender equality is promoted in peace and security decision-making processes at national, local, regional and international levels.
3. **Protection** - women's and girls' rights are protected and promoted in conflict-affected situations.
4. **Relief and Recovery** - women and girls' specific relief needs are met and women's capacities to act as agents in relief and recovery are reinforced in conflict and post-conflict situations.

As a NATO member nation, we commit to aligning our NAP 2020-2025 with NATO WPS policies and associated initiatives. We wholeheartedly recognize the disproportionate impact conflict and post-conflict situations have on women and girls, while at the same time recognizing that women's participation in conflict prevention, resolution and post-conflict situations is critical for the restoration of lasting peace. We will strive to further promote women's rights and to align gender perspectives, gender balance and gender equality in all our peace and security initiatives.

As a country that has started the accession negotiation, we align with the EU's commitment and determination for full implementation of a WPS agenda; by engaging, empowering, protecting, and supporting women and girls as defined within the EU strategic approach and action plan on WPS.

WHERE WE CURRENTLY STAND

Human rights and equal opportunities for women and men in the Republic of North Macedonia are regulated at the highest level by the constitution and supported by a large number of laws in which provisions prohibiting gender discrimination and incorporating the concept of gender have been introduced.

The protection of human rights and equal opportunities in the Republic of North Macedonia is carried out in accordance with international humanitarian law, not limited to but including: the Universal Declaration of Human Rights (UDHR), the Geneva Convention (1949) with the Additional Protocols (1977), the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Beijing Platform for Action (1995), the Istanbul Convention (ETS 2010), UNSCR 1325 and the nine subsequent resolutions - 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), 2467 (2019) and 2493 (2019).

We adopted and enacted our first NAP during 2013-2015. Previously, implementation of UNSCR1325 and the inclusion of gender perspectives in the peace and security policy was streamlined through a National Plan for Action for Gender Equality 2007 – 2012.

Our first NAP introduced the concepts of gender perspectives within peace, security and defence policy, the participation of women in international, civilian and military missions and inclusive of the prevention of violence and protection of women in peacetime and in conflict.

Our second NAP 2020-25 journey begins with a much broader ambition and a broader mandate for change; we seek nothing less than to reconcile our burgeoning international commitments and our national WPS aspirations with genuine, effective, and affirmative national gender equality, inclusion, accountability and transparency through holistic and prioritised implementation of the WPS agenda across all areas of society.

OUR PRINCIPLES

INTEGRATION – We will create the conditions to build a gender transparent and equitable environment in society that fully recognizes, respects, supports, encourages, develops and engages female talent.

INCLUSIVENESS – We will create the conditions to enable women's voices to be heard, recognised, empowered and listened to in all aspects of society.

INTEGRITY – We commit to open and transparent evaluation, monitoring and reporting of the implementation and management of NAP 2020-25 in an inclusive national conversation.

We recognise the critical role civil society and the broader populace has to play in promoting women's empowerment across society and commit to fully integrating that contribution in implementing and delivering NAP 2020-25.

We whole-heartedly endorse NATO core values of individual liberty, democracy, human rights. As an Alliance member, we firmly believe the WPS vision is a key metric of those values.

We hold ourselves accountable as a nation in our ambition to achieve meaningful gender integration, equality and transparency in all aspects of society.

We will commit the necessary resources to fulfil our ambition.

We will stand as an international champion and adherent of the ethos and values of UNSCR1325 and the WPS agenda in all that we do as a nation.

OUR APPROACH

> CROSS-GOVERNMENT
>
> INCLUSIVE OF SOCIETY
>
> LOCALLY, NATIONALLY AND INTERNATIONALLY ENGAGED
>
> COMMITTED TO LEGISLATIVE, POLICY, PROCESS, BEHAVIOURAL AND CULTURAL CHANGE

Since our independence as a sovereign country, we have ceaselessly and systematically sought to address the issue of gender equality and transparency in our society. As a country of many ethnicities, with sometimes differing cultural values, that has not always been an easy discussion. Likewise, the sheer scale of progress in our country has meant that, at times, other issues have had to take precedence.

Wide-ranging and inclusive consultations have led to not just a comprehensive summary of how gender impacts on operational effectiveness but an articulation of a national vision and dream for effective gender integration, equality and transparency in our society.

We recognise we are a young country that has overcome recent division. We acknowledge work remains to be done internally to truly say our country is fully reconciled to our gender responsibilities. As a NATO member, we also recognise we have mandated external commitments to fulfil.

Deputy Prime Minister and Minister of Defence, Radmila Sekerinska - Jankovska has directed that the Ministry of Defence lead development of NAP delivery that will set out a five-year strategic roadmap (2020-2025) in order to deliver genuine change in gender integration, equality and transparency in our society and also meet our international WPS commitments.

Our national intent is that we will now build on our NATO accession to produce a ground-breaking and innovative NAP implementation process that not just adheres to the principles of UNSCR 1325 but expands upon it.

This document articulates the desires, ambitions and aspirations of our country at this moment; NAP 2020-25 recognises both internal and external challenges and mandates a diverse but inclusive approach that will address all our obligations and ambitions.

This is a NAP designed for the future.

From the beginning of this process, civil society has been included in the discussion. Likewise, every relevant stakeholder ministry and government organisation has been invited to contribute and will now be required to commit to operational implementation.

These national discussions have directly impacted the drafting of our strategic goals. We have also engaged with international experts to ensure continuity of language and best practise. That consultative and inclusive approach will remain throughout the life of the NAP. We have further ensured that civil society engagement will remain a key part in the NAP monitoring and evaluation process.

We are confident that everybody who has a voice has had an opportunity to contribute. From the beginning of the consultative process, the project team absorbed and engaged with a very real desire for positive change across society.

We are thus equally confident that this NAP is an accurate expression of national societal ambition.

Political direction is equally precise:

"The way women are treated by a society is a direct indicator of the maturity of a society. The Republic of North Macedonia intends to be in the first rank of world nations. Fulfilling our international obligations to UNSCR1325 and the WPS vision will be an active catalyst for our intent. Successful implementation of this NAP is therefore now a key national political priority."

NAP 2020-25 DELIVERY CORE

We have devised a tier system of implementation. Our approach follows the doctrine of mission command, enabling and empowering operational stakeholders within the overall strategic policy direction contained within this document. This approach will therefore reconcile the breadth of our ambitions with numerous operational stakeholders within one clearly articulated course of travel and output.

Tier 1

The NAP will set strategic direction and intent, as expressed within this document. The custodian of the NAP will be the Ministry of Defence.

Tier 2

Participating ministries and organisations will extract and develop operational implementation plans within the direction contained within this document. The planning process will follow a common delivery process to ensure continuity of output and common evaluation criteria. Devolved authority for operational implementation will lie with individual ministries and institutions.

Operation implementation plans will be developed by the following stakeholders:

— Ministry of Defence and the Army of the Republic of North Macedonia;
— Ministry of Labour and Social Policy;
— Ministry of Foreign Affairs;
— Ministry of Interior;
— Ministry of Finance;
— Ministry of Justice;
— Ministry of Health;
— Ministry of Education and Science;
— Crisis Management Centre;
— Directorate for Protection and Rescue.

It is recommended that the Association of the Units of Local Self-Government of the Republic of North Macedonia engages and develops an operational implementation plan in order to enhance municipal connectivity.

Tier 2 stakeholders are required to design accommodation within their operational plans for the practicalities of implementation – including resource (infrastructure, finance and people) allocation.
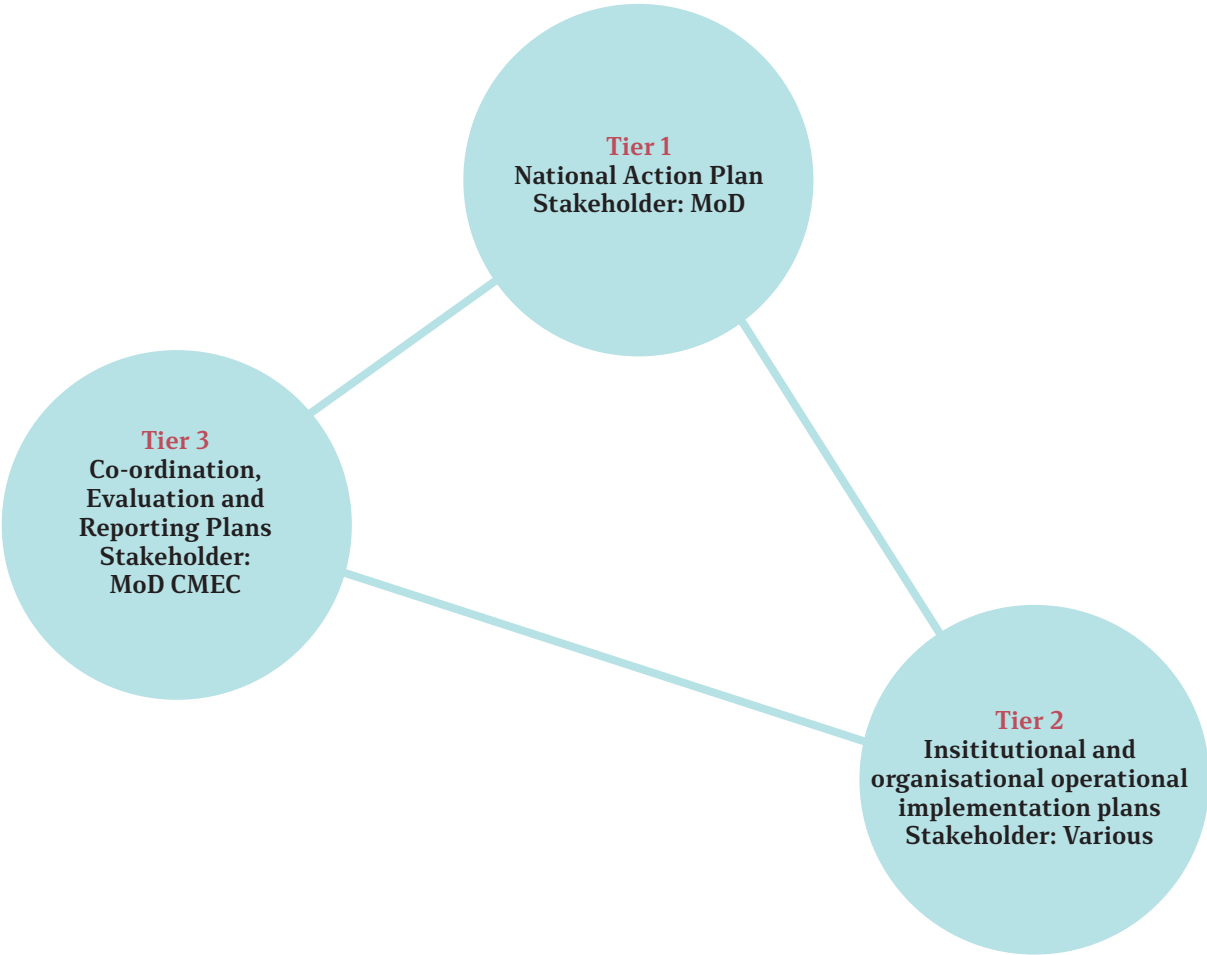
Tier 3

Co-ordination, monitoring and evaluation of progress will be sponsored by a new organisation element within the Ministry of Defence (see below –"CMEC").

All three tier elements will function in a continual, co-ordinated and integrated feedback loop.

We intend this NAP to be a living document. It is not a policy to sit on a shelf. Our NAP directs change – and holds those charged with implementing it to annualised reporting through a comprehensive monitoring and evaluation process which will engage independent experts and be subject to parliamentary oversight (co-ordinated through Tier 3).

The Tier elements will operate within a hierarchical orthodoxy, led by Tier 1 strategic direction.

Tier 1
National Action Plan
Stakeholder: MoD

Tier 3
Co-ordination,
Evaluation and
Reporting Plans
Stakeholder:
MoD CMEC

Tier 2
Insititutional and
organisational operational
implementation plans
Stakeholder: Various

STRATEGIC GOALS

Our comprehensive approach will invigorate change – from the top to the bottom of Macedonian society and governance – and fulfil our obligations to both the spirit and the letter of UNSCR 1325. This roadmap is fully articulated in the technical implementation chapter.

What is our vision for 2025, the end of our NAP? We have adopted the following mission statement:

"The Republic of North Macedonia UNSCR 1325 National Action Plan 2020-25 will act as a key driver to delivering our vision of a society that views gender equality, inclusion and transparency as a matter of course and is an exemplar of successful implementation of Women Peace and Security vision and values."

In order to match ambition with delivery, and after extensive consultation with stakeholders, we have nominated five strategic goals (SGs) that will deliver our mission statement:
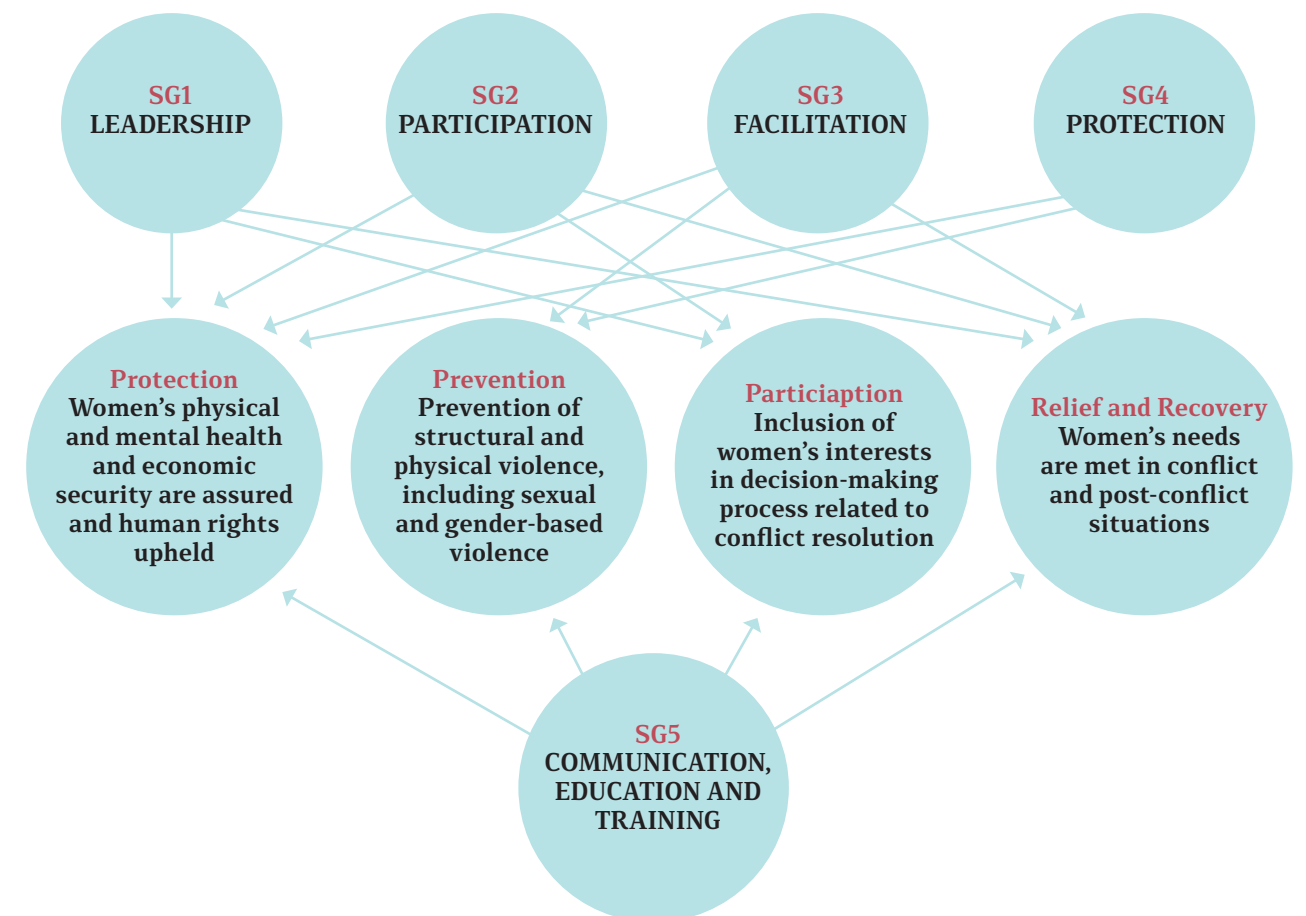
1. **LEADERSHIP** - Gender transparency in selection, maintenance and promotion of leadership positions
2. **PARTICIPATION** - Gender inclusion, equality and transparency in society
3. **FACILITATION**-Appropriate gender enablers provide an effective and supportive life environment
4. **PROTECTION** - Comprehensive and effective gender protections
5. **COMMUNICATION, EDUCATION AND TRAINING (CET)** - Effective and comprehensive communication, education and training of the WPS agenda (cross-cutting Strategic Goal).

The five SGs are designed to be mutually supporting.

SG5 is a cross-cutting SG that will be an influencer and catalyzer for the other four SGs.

Each SG clearly links to the intent of UNSCR1325 core values, as shown in the diagram below:

SG1 LEADERSHIP

SG2 PARTICIPATION

SG3 FACILITATION

SG4 PROTECTION

Protection
Women's physical and mental health and economic security are assured and human rights upheld

Prevention
Prevention of structural and physical violence, including sexual and gender-based violence

Particiaption
Inclusion of women's interests in decision-making process related to conflict resolution

Relief and Recovery
Women's needs are met in conflict and post-conflict situations

SG5 COMMUNICATION, EDUCATION AND TRAINING

To expand further on the reasoning behind each SG:

SG1 Leadership

"Next time you are about to call a little girl 'bossy', say instead, she has executive leadership skills."

Sheryl Sandberg, CEO

We recognize that women bring different - and vital - skills to leadership. We recognize that society will not maximise the effectiveness of its talent pool if women are excluded from leadership; and that women are currently a demonstrably small minority of leadership in our society and government.

In large part this is because female leaders and their differing skills have been historically less valued or accepted than their male counterparts.

SG1 will set the conditions to remove that stigma and promote an inclusive work environment where leaders are judged on talent, regardless of gender.

We also recognize the power of effective role models for succeeding generations. However, we are emphatic that role models in leadership must earn that accolade through talent, drive, ambition, intellect and personal integrity.

SG1 will seek to level the gender playing field so that talent alone will win out. We will enable our female leaders to succeed through their industry and abilities.

We have therefore rejected the short-term approach of affirmative selection, such as all- female lists, in favour of creating a gender transparent, equal and inclusive approach to leadership selection, maintenance and promotion. One where women are judged on exactly the same criteria

as their male counterparts and women's skills and talents are equally weighted alongside their male counterparts.

We affirm that the team that embraces differing talents is the stronger for it.

This will undoubtedly be a longer journey, but one in which we will assure our female leaders of their worth, value and place – and wider society can in turn have confidence in their ability to lead and inspire.

SG2 Participation

"If you want something said, ask a man. If you want something done, ask a woman."

Margaret Thatcher, first female UK Prime Minister

We recognize that, as women make up half of humanity, women should participate in society on an equal basis with men at all levels; from cradle to grave, from recruitment to retirement. To suggest otherwise is to hobble society; economically, socially and culturally.

We regard equal female participation – and the structures that enable that participation – not just as the 'right thing to do', but as an essential human right.

To that end, SG2 will set out to enable a gender transparent, inclusive and equal working environment for women so that our country can best harness ALL its latent talent and enterprise in whatever arena their enterprise is required.

SG3 Facilitation

"You can't have everything you want, but you can have the things that really matter to you."

Marissa Mayer, CEO

We recognize that traditional societies have been supported by a patriarchal structure. Not just in denying opportunity to women, but through ignoring those vital enablers that recognize women's physiological difference, differing emotional requirements and differing supporting mechanisms which can encourage women to have a full family and a full working life.

This is a wide-ranging subject that stakeholder ministries will be encouraged to fully explore in their operational implementation plans.

For example, work strands could include infrastructure improvements, such as provision of sufficient female ablutions and changing areas. It could be in the provision of female size and fit personal protective equipment and uniforms.

We would encourage stakeholders to look at provision for women's health in the workplace; such as supportive mechanisms for childcare and flexible working and maternity rights.

Those ministries that engage in overseas missions and activities will ensure that planning for mission requirements include gender supportive provisions.

Further, SG3 will specifically look at whistleblower reporting mechanisms and gender champions within the workplace to ensure that women are protected from any variant of abuse and treated as equals. We will also ensure that women have access to empowerment and confidence building mechanisms.

SG4 Protection

"Violence against women isn't cultural, it's criminal. Equality cannot come eventually. It's something we must fight for now."

Samantha Power, former US Ambassador to the United Nations

We recognize that, by a massive margin, women are the predominant victims of gender-based violence.

SG4 will look not just at the mechanisms to provide legal and enforcement protections for women - but seek to address the cultural and behavioural drivers behind gender and sexual violence.

Although we recognize that justice and security ministries and the civil sector will be most directly engaged in addressing these issues, we require each participating ministry to address SG4 as comprehensively as possible. Including those ministries which engage in international missions in order to ensure that personnel representing their country overseas are fully conversant with the obligations and tenets of international law and best practice.

SG5 Communication, Education and Training (CET)

"When girls are educated, their countries become stronger and more prosperous."

Michelle Obama, former US First Lady

We regard an effective and open implementation and delivery network as mission essential to our aspirations – particularly given our ambition and the number of stakeholder entities. Likewise, we recognize that much remains to do to provide appropriate education and training on gender issues across all of society. This includes our men; our NAP is inclusive. Gender inclusivity is a two-way street. To address the imbalances in society, men as are as much an actor as our women in realizing our journey. We will ensure our men are fully engaged in our CET activities.

Furthermore, in order to best leverage the critical mass of behavioural change and cultural acceptance we seek to fulfill our ambitions, we regard bringing the population with us on our journey to be of paramount importance. SG5 will address this through a program of constant engagement.

Together, we are stronger!

SG5 is therefore a cross-cutting goal. Operational plans for SG5 will fully detail how ministries intent to socialize their implementation plans, both internally and externally.

TO SUM UP

It will be clear that each SG has overlapping areas of activity which, taken as a whole, provide a strong and clear framework for future activities, work strands and operational plans.

The technical guidance in this policy contains the specific data that each stakeholder ministry will be required to answer in their Tier 2 operational plan, using the principle of devolved mission command.

ACTIVITY
AND WORKSTRANDS

O ur NAP articulates a clearly defined mission statement via our five SGs.

We have mandated that delivery of our SGs will be implemented via five major activity areas and supporting work strands. The 'how we get there' vision is explored in detail in the technical detail chapter.

The technical detail chapter will form the reference document for operational ministry Tier 2 extraction and development. The five activity areas we have delineated are broad in concept and intended to address the spectrum of public life in all its aspects:

— Legislative
— Policy
— Process
— Behavioural Change
— Cultural awareness and acceptance

Each of these activity areas will contain defined work strands, outcomes (mid-term and final) and desired outputs, as articulated in the technical detail chapter.

Stakeholders will be required to interrogate and develop holistic operational Tier 2 operational plans devolved from NAP2020-25 direction. This will include detail on appropriate work strand resource allocation (infrastructure, finance and people). The five activity areas are designed to be mutually supporting and inclusive of the five SGs in providing a framework of five work strands and five outcomes and outputs that will deliver real change and operational effectiveness.

CO-ORDINATION, MONITORING AND EVALUATION CELL (CMEC)

We recognize that our ambitions will require effective, dynamic and on-going management over the life of our NAP.

To that end, we will implement a comprehensive oversight agency that will provide stakeholders with guidance, co-ordination, assistance and direction; whilst also providing accountable and transparent monitoring and evaluation of progress with effective mediation and mitigation mechanisms to reinforce success and bolster shortcomings. This mechanism will ensure NAP 2020-25 is a living, breathing policy that genuinely institutes affirmative change in order to achieve our strategic outcome.

As the NAP stakeholder ministry, the Ministry of Defence will incorporate planning, design and delivery of a NAP *Co-ordination, Monitoring and Evaluation Cell* (CMEC) within the ministry operational delivery plan; and undertake to fulfill such duties for the lifetime of the NAP.

CMEC will be the primary national operational mechanism to ensure effective and transparent NAP implementation as the Tier 3 operational structure.

Until CMEC is established, the Ministry of Defence will continue to co-ordinate and delegate operational Tier 2 planning with stakeholder ministries (see 2020 Implementation).

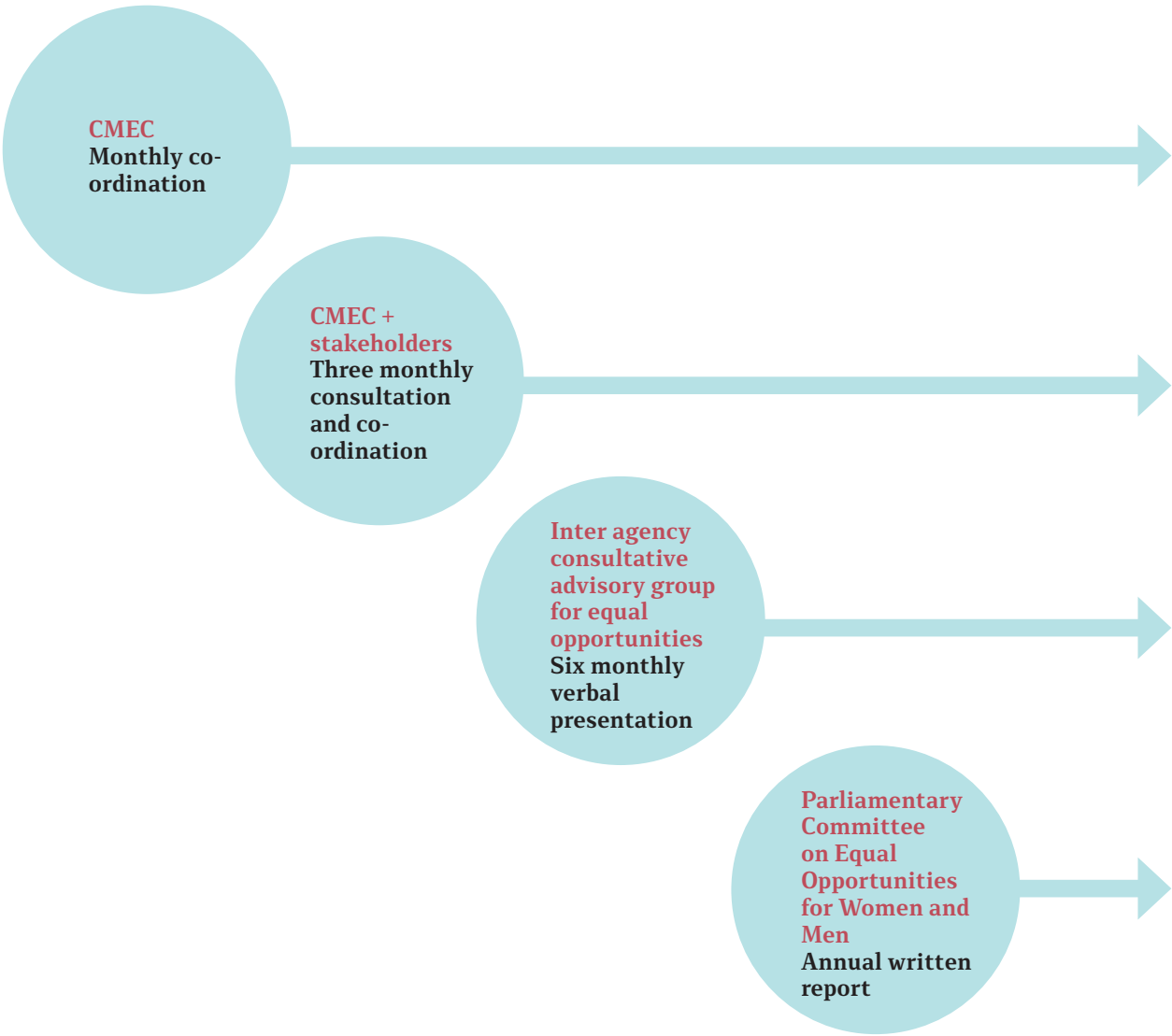CMEC will then have the following key responsibilities:

1. Conduct regular co-ordination with stakeholder ministries and interlocutors in order to validate, synergise and support operational implementation within the step-change framework of strategic NAP policy.
2. Design, engage and oversee regular objective and subjective independent assessment of operational progress and provide regular feedback to all parties.
3. Enable additional technical advice, support and cross-party working, as requested and/or required.
4. Co-ordinate regular reporting to national strategic oversight (see below) in order to interrogate and validate ministerial operational updates.
5. Provide a central co-ordination, communication and engagement point of contact for interested parties, ensuring as broad and comprehensive a range of consultation as practically possible within resource and operational constraints.
6. Consult on, co-ordinate and communicate annualized desired outcomes, based on a positive theory of change, in order to reinforce progress, support shortcomings and provide a clear roadmap to achieving the strategic outcome.
7. Act as custodian of NAP documentation and reporting through a dedicated share point database.

The delivery of these key responsibilities will be clearly communicated to all parties in order to deliver an all-inclusive, dynamic and forward-thinking CMEC mission statement:

"CMEC will enable and co-ordinate national talent, ambition and resource in order to achieve our strategic Tier 1 NAP mission statement."

CMEC enabled monitoring, evaluation and reporting

We recognize that our NAP 2020-25 has many moving parts - and many accountable audiences and deliverables. To that end, enabled by CMEC, we will implement an annual reporting cycle over the life of the NAP that will incorporate regular, results-based, data-driven updates of operational goals. This reporting cycle will interrogate outcomes against strategic goals and provide democratic oversight via established national mechanisms:

CMEC
Monthly co-ordination

CMEC + stakeholders
Three monthly consultation and co-ordination

Inter agency consultative advisory group for equal opportunities
Six monthly verbal presentation

Parliamentary Committee on Equal Opportunities for Women and Men
Annual written report

On a monthly basis, CMEC will co-ordinate step change evidence-based progressive goals and desired outcomes to stakeholders.

On a 3 monthly basis, CMEC will conduct roundtable co-ordination and workshops with stakeholder ministries and interlocutors in order to provide an informal snapshot validation of progress and best synergise output and resource.

On a bi-annual (every 6 months), CMEC will enable a compulsory briefing by stakeholder ministries to the cross-government inter-agency consultative advisory group for equal opportunities in order to share and validate progress.

On an annual basis (every 12 months), CMEC will enable a compulsory written report from stakeholders and conduct independent verification of objective and subjective data gathering in order to rigorously stress test annual progress. CMEC will then enable a presentation of the finalized report to the Parliamentary Committee on Equal Opportunities for Women and Men in order to maintain genuine and accountable democratic oversight. This report will be made available for public consumption. CMEC will enable workshops and feedback sessions to allow comment on annual progress.

In the final year of the NAP, CMEC will move to complete a final report on overall progress and enable the discussion for a follow-on NAP program.

In order to ensure effective civil society participation, CMEC will ensure representatives from interested parties have the opportunity to fully participate in CMEC activities and have open access to relevant documents and mid-term reports. CMEC will encourage regular workshops and other participatory communications, education and training events, as per SG5, in order to best socialize ambition, intent and results.

The reporting cycle will be dynamic, agile and responsive. CMEC will enable a 'feedback loop' to allow a full and frank discussion of events and issues as they arise over the lifetime of the NAP. Interlocutors and stakeholders will be provided with ample opportunity to voice opinions, concerns and advice over implementation rollout.
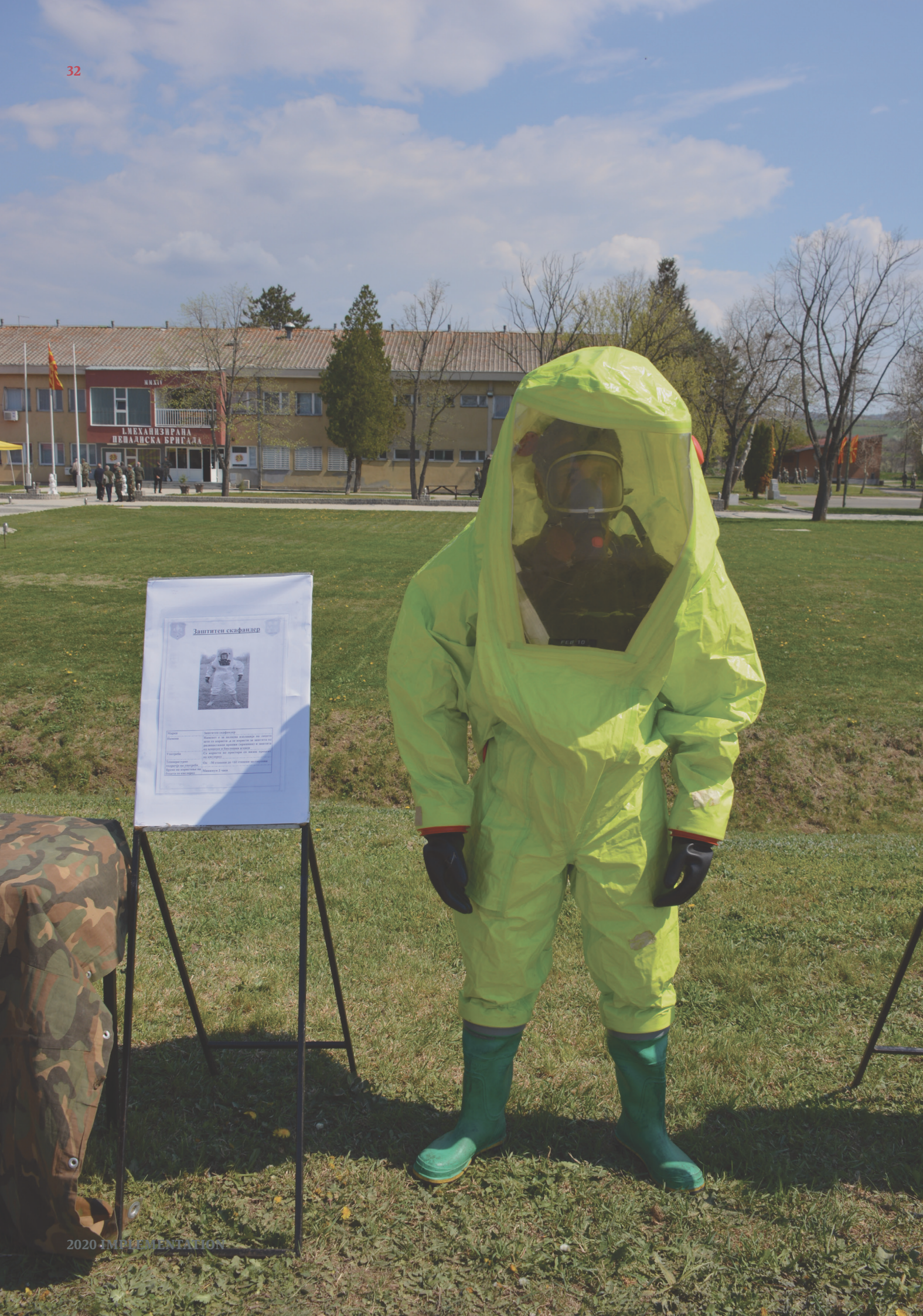
2020
IMPLEMENTATION

Our tier implementation approach mandates a NAP strategic framework that devolves operational authority to stakeholder institutions and ministries via the principle of mission command. Our approach will maximise resource and talent at the point of delivery. Our approach will also provide flexibility and inter-operability as gender priorities are explored and realized over the life of the Tier 1 NAP strategic direction.

From the beginning of the NAP drafting process, all stakeholders and interlocutors have had ample opportunity to work with the Ministry of Defence in articulating the SGs and individual, tailored responses dependent on function, need and ambition.

Working with the Ministry of Defence, each stakeholder institution and ministry is now required to develop and publish a be-spoke operational plan, extracted from the Tier 1 strategic NAP guidance, by no later than end September 2020. Each plan will be produced in an agreed process and format that encompasses an articulation of output, mid and final outcomes, activities and work strands, as relevant to each stakeholder.

Cross-party consultations will be further carried out in order to maximise resource allocation that will marry operational ambition with the step-change desired SG mid and final term outcomes over the life of the NAP.

Following this necessary co-ordination, by January 2021, all stakeholders and institutions will be engaged in cross-government, focused and transparent delivery of their agreed Tier 2 operational implementation plans as expressed within the framework of the Tier 1 NAP strategic framework (see technical delivery).

01.01.2021
**Operational
Implementation**

10.2020
**Stakeholder Operational
Plans adopted**

07.2020
Strategic NAP published
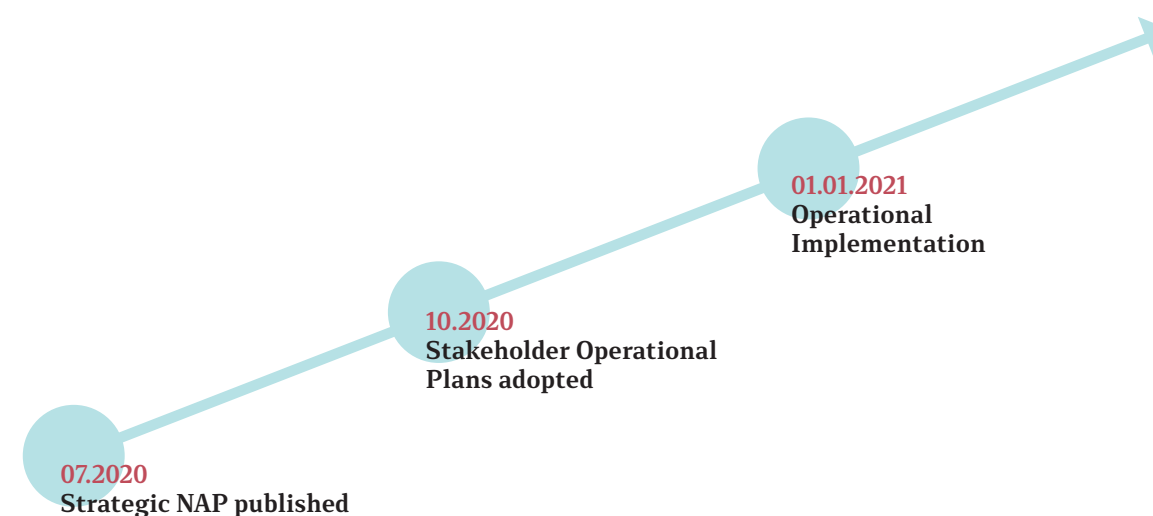
SG5 planning at operational and strategic levels will cross-cut operational delivery to ensure that all interested parties, including the wider populace, international organisations and civil society are fully engaged in the roll-out of activity and work strands.

CONSULTATION AND ENGAGEMENT

From the outset of the drafting process, we have conducted full, frank and open discussion with all interested parties in order to best inform our NAP.

Civil society and international organisations participated in a full round of consultative workshops and were invited to complete a wide-ranging questionnaire to best express ambition, preferred methodology and desired end state.

We have been clear from the beginning that NAP 2020-25 offers an opportunity for engaged parties to 'dream' – and express their heartfelt ambitions. This NAP will direct real, definable and actionable change. We have addressed as full an engagement process as practically possible to ensure as much consensus as possible.

We are determined that civil society and the populace at large will continue with this joint approach during delivery. We will continue to conduct workshops, visits and public events to socialize, refine and implement our NAP.

We will continue cooperation with civil society, international organisations and other national bodies- and will formalise opportunities to add their knowledge, talent and resource to our joint project. We have mandated a comprehensive approach to communications, education and training engagement through SG5 and will enable the CMEC (see appropriate chapter) to expedite.

We are clear that implementation will not be an intellectual exercise. This NAP 2020-25 will be an actionable and accountable exercise with real consequence and results. We expect to be evaluated and will remain open to constructive and supportive dialogue with all interested parties in order to deliver our ambition and vision.

TECHNICAL DELIVERY

"A failure to plan is a plan to fail"
Winston Churchill

Tier 2 operational planning will derive from the technical data below, which articulates outputs, activities, work strands, mid and final term outcomes. The Ministry of Defence will conduct relevant workshops with all stakeholder ministries and institutions and ensure continuity of output via a common planning format. Tier 2 ministries will delegate a planning team and point of contact that will cooperate with the Ministry of Defence and CMEC.

This implementation work will be dynamic, imaginative and forward-thinking. Tier 2 ministries will engage in a common evaluation process, coordinated by CMEC, to address three major discussion drivers:

— Challenge assumptions and group think
— Break down barriers
— Smash through stereotypes

Tier 2 evaluation discussions will consist of seven questions:

1. What is the situation and how does it affect me?
2. What have I been directed to achieve and why?
3. What effects do I need to achieve and what direction must I give to develop my plan?
4. Where can I best accomplish each action or effect?
5. What resources do I need to accomplish each action or effect?
6. When and where do the actions take place in relation to each other?
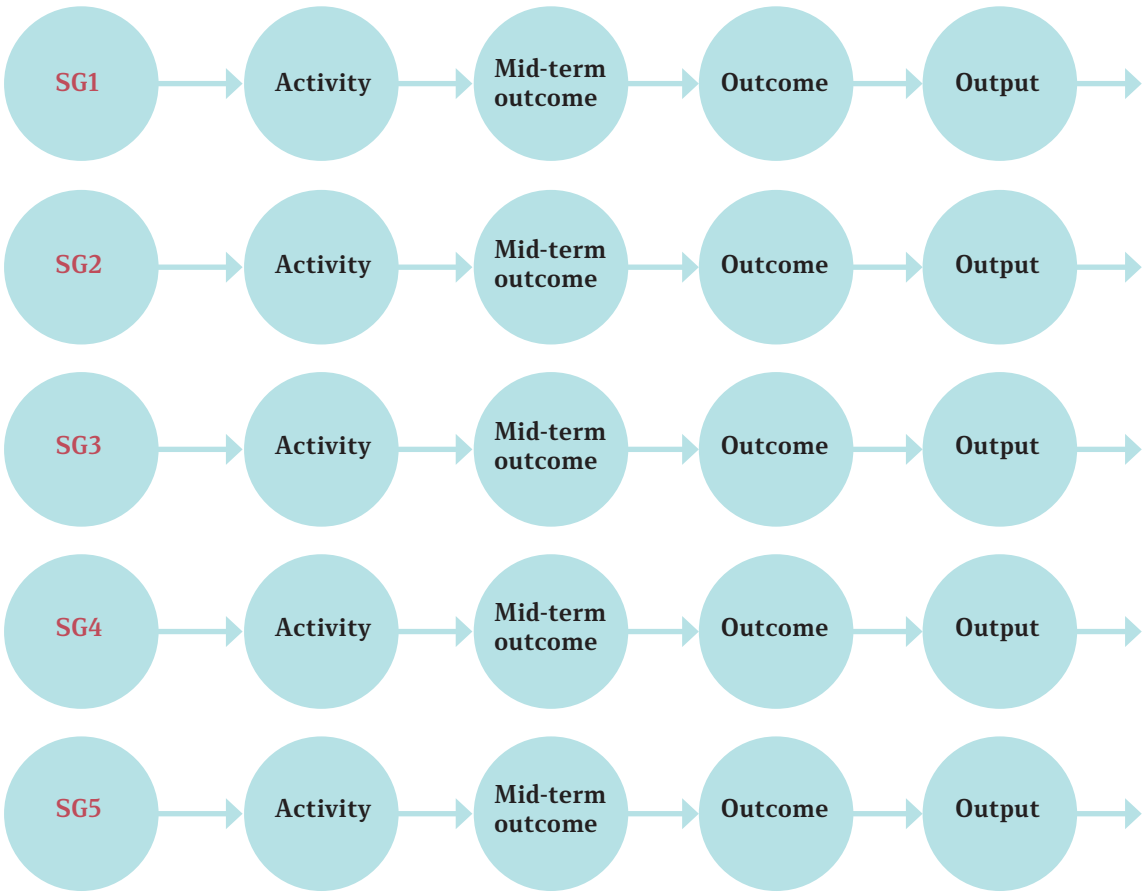7. What control measures do I need to impose?

The Ministry of Defence and CMEC will be available to provide additional support. The common approach will provide a universal method of recording and validation of process.

Tier 2 plans will be required to address the following activity, work strand, mid and final outcomes and output statement of requirements, which are articulated at length for each SG below. These will be presented in a common reporting format, which the Ministry of Defence will produce, co-ordinate and record.

Tier 2 plans will be required to clearly explain how, where and why each course of action relates to the Tier 1 NAP and WPS vision and values, as per the detailed SG statements of requirement articulated below.

SG1	→	Activity	→	Mid-term outcome	→	Outcome	→	Output	→
SG2	→	Activity	→	Mid-term outcome	→	Outcome	→	Output	→
SG3	→	Activity	→	Mid-term outcome	→	Outcome	→	Output	→
SG4	→	Activity	→	Mid-term outcome	→	Outcome	→	Output	→
SG5	→	Activity	→	Mid-term outcome	→	Outcome	→	Output	→

SG1 Leadership:

SG1 Output:

Effective, accountable and sustainable female participation in all aspects of leadership is objectively and subjectively assessed as being gender transparent, equal and inclusive, with appropriate supporting legislation, policy, structures, process, training and education implemented and accepted.

Mid-term outcomes:

— **Legislation;**
- comprehensive stakeholder analysis of relevant and pertinent legislation is completed
- gender exclusive language, shortcomings, gaps and roadblocks are codified, mitigation and solutions are identified

— **Policy;**
- comprehensive stakeholder analysis of relevant and pertinent policy is completed
- gender exclusive policy language, methodology shortcomings, gaps and roadblocks are codified and solutions identified and instituted

— **Process;**
- comprehensive stakeholder analysis of relevant and pertinent process is completed
- gender exclusive process language, methodology shortcomings, gaps and roadblocks are codified and solutions identified and instituted

— **Behavioural Change;**
- stakeholder objective and subjective analysis of transparent gender participation in leadership displays positive change towards numbers, acceptance, advancement and sustainment

— **Cultural awareness and acceptance;**
- appropriate and comprehensive gender education and awareness programs encouraged and implemented
- consultative methodology for recording and reporting institutional gender bias is devised, championed and implemented

Outcomes:

— **Legislation;**
- all relevant and pertinent existing legislation is revoked, amended or assented in order to provide a legal bedrock to support the Strategic Goal

— **Policy;**
- all relevant and pertinent existing policy is deleted, amended or created in order to operationally enact gender inclusive, effective, sustainable and transparently equal conditions for women in leadership

— **Process;**
- all relevant and pertinent existing process is deleted, amended or created in order to operationally enact gender inclusive, effective, sustainable and transparently equal opportunities for women in leadership

— **Behavioural Change;**
- stakeholders confirm through objective and subjective evidence that leadership appointments and positions are free from gender bias and on-going mitigating strategies are in place to support gender inclusive behavioural change

— **Cultural awareness and acceptance;**
- stakeholders confirm through objective and subjective evidence that the importance of gender transparency in selection, maintenance and promotion of female leadership is universal, understood and accepted practice.

Work strands:

Legislative;

— Stakeholder analysis and comparison of relevant legislation; identifying and codifying shortcomings and deficiencies in order to inform mitigating solutions that best enable inclusive female participation in leadership
— Stakeholder workshops on international best practice in order to identify and compare equality opportunities and thence harmonise legislative initiatives
— Workshops to align stakeholder priorities with legislative enablers.
— Stakeholder development and reporting of objective markers to assess progress in line with outcome
— Enable stakeholders to inform and support affirmative legislative initiatives

Policy;

— Stakeholder analysis and comparison of relevant policy; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable inclusive female participation in leadership
— Stakeholder workshops on international best practice in order to identify equality opportunities and thence harmonise policy initiatives
— Workshops to align stakeholder priorities with policy enablers; identifying and selecting suitable gender champions
— Stakeholder development and reporting of objective markers to assess progress in line with outcome
— Enable stakeholders to inform and support affirmative policy initiatives

Process;

— Stakeholder analysis and comparison of relevant process; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable inclusive female participation in leadership
— Stakeholder workshops on international best practice in order to identify equality opportunities and thence harmonise process initiatives
— Workshops to align stakeholder priorities with process enablers; identifying and selecting suitable gender champions
— Stakeholder development and reporting of objective markers to assess progress in line with outcome
— Enable stakeholders to inform and support affirmative process initiatives

Behavioural Change;

— Stakeholder analysis and comparison of the working environment; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable inclusive female participation in leadership
— Stakeholder workshops on international best practice in order to identify equality opportunities and thence harmonise behavioural initiatives
— Workshops to align stakeholder priorities with behavioural change enablers, including the selection and promotion of gender role models and champions
— Enable stakeholders in order to inform and support affirmative behavioural initiative

— Stakeholders devise, introduce and methodically implement objective and subjective gender behavior analytics of legislation, policy and process change in order to better inform the efficacy of strategic goal outcomes
— Enable stakeholders to inform and support affirmative behavioural change initiatives

Cultural awareness and acceptance;

— Workshops on UNSCR1325 principles and standards; supporting training on implementing UNSCR1325 practise
— Workshops on Tier 1 NAP principles and approach
— Engagement with wider society on NAP principles and practice; promotion and communication of progress
— Dovetailed strategic communications plan with Strategic Goal 5 in order to best socialise expected outcomes and work strands
— Enable stakeholders to inform and support affirmative cultural awareness and acceptance initiatives

SG2 Participation:

Strategic Goal 2 Output:

Effective, accountable and sustainable female participation in all aspects of society is objectively and subjectively assessed as being gender transparent, inclusive and equal, with appropriate supporting legislation, policy, structures, process, training and education implemented and accepted.

Mid-term outcomes:

— **Legislation;**
  • comprehensive stakeholder analysis of relevant and pertinent legislation is completed
  • gender exclusive language, shortcomings, gaps and roadblocks are codified, mitigation and solutions are identified
— **Policy;**
  • comprehensive stakeholder analysis of relevant and pertinent policy is completed
  • gender exclusive policy language, methodology shortcomings, gaps and roadblocks are codified and solutions identified and instituted
— **Process;**
  • comprehensive stakeholder analysis of relevant and pertinent process is completed
  • gender exclusive process language, methodology shortcomings, gaps and roadblocks are codified and solutions identified and instituted
— **Behavioural Change;**
  • stakeholder objective and subjective analysis of transparent gender participation in society displays positive change towards numbers, acceptance, advancement and sustainment
— **Cultural awareness and acceptance;**
  • appropriate and comprehensive gender education and awareness programs encouraged and implemented
  • consultative methodology for recording and reporting institutional gender bias is devised, championed and implemented

Outcomes:

— **Legislation;**
  • all relevant and pertinent existing legislation is revoked, amended or assented in order to provide a legal bedrock to support the Strategic Goal
— **Policy;**
  • all relevant and pertinent existing policy is deleted, amended or created in order to enact gender inclusive, effective, sustainable and transparent gender equality in society
— **Process;**
  • all relevant and pertinent existing process is deleted, amended or created in order to operationally enact gender inclusive, effective, sustainable and transparently equal opportunities for women
— **Behavioural Change;**
  • stakeholders confirm through objective and subjective evidence that all aspects of society are free from gender bias and on-going mitigating strategies are in place to support gender inclusive behavioural change

— **Cultural awareness and acceptance;**
- stakeholders confirm through objective and subjective evidence that the importance of gender transparency in selection, maintenance and promotion is universal, understood and accepted practise

Work strands:

Legislative;

— Stakeholder analysis and comparison of relevant legislation; identifying and codifying shortcomings and deficiencies in order to inform mitigating solutions that best enable inclusive female participation
— Stakeholder workshops on international best practice in order to identify and compare equality opportunities and thence harmonise legislative initiatives
— Workshops to align stakeholder priorities with legislative enablers.
— Stakeholder development and reporting of objective markers to assess progress in line with outcome
— Enable stakeholders to inform and support affirmative legislative initiatives

Policy;

— Stakeholder analysis and comparison of relevant policy; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable inclusive female participation
— Stakeholder workshops on international best practice in order to identify equality opportunities and thence harmonise policy initiatives
— Workshops to align stakeholder priorities with policy enablers; identifying and selecting suitable gender champions
— Stakeholder development and reporting of objective markers to assess progress in line with outcome
— Enable stakeholders to inform and support affirmative policy initiatives

Process;

— Stakeholder analysis and comparison of relevant process; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable inclusive female participation in leadership
— Stakeholder workshops on international best practice in order to identify equality opportunities and thence harmonise process initiatives
— Workshops to align stakeholder priorities with process enablers; identifying and selecting suitable gender champions
— Stakeholder development and reporting of objective markers to assess progress in line with outcome
— Enable stakeholders to inform and support affirmative process initiatives

Behavioural Change;

— Stakeholder analysis and comparison of the working environment; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable inclusive female participation in society
— Stakeholder workshops on international best practice in order to identify equality opportunities and thence harmonise behavioural initiatives
— Workshops to align stakeholder priorities with behavioural change enablers, including the selection and promotion of gender role models and champions
— Enable stakeholders in order to inform and support affirmative behavioural initiative

— Stakeholders devise, introduce and methodically implement objective and subjective gender behavior analytics of legislation, policy and process change in order to better inform the efficacy of strategic goal outcomes
— Enable stakeholders to inform and support affirmative behavioural change initiatives

Cultural awareness and acceptance;

— Workshops on UNSCR1325 principles and standards; supporting training on implementing UNSCR1325 practise
— Workshops on Tier 1 NAP principles and approach
— Engagement with wider society on NAP principles and practice; promotion and communication of progress
— Dovetailed strategic communications plan with Strategic Goal 5 in order to best socialise expected outcomes and work strands
— Enable stakeholders to inform and support affirmative cultural awareness and acceptance initiatives

SG3 Facilitation;

Output:

Effective, accountable and sustainable gender enablers in all aspects of public life are objectively and subjectively assessed as being gender supportive, equal and inclusive, with appropriate supporting legislation, policy, structures, process, training and education implemented and accepted

Mid-term outcomes:

- **Legislation;**
  - comprehensive stakeholder analysis of relevant and pertinent legislation is completed
  - gender exclusive language, shortcomings, gaps and roadblocks are codified, mitigation and solutions are identified
- **Policy;**
  - comprehensive stakeholder analysis of relevant and pertinent policy is completed
  - gender exclusive policy language, methodology shortcomings, gaps and roadblocks are codified and solutions identified and instituted
- **Process;**
  - comprehensive stakeholder analysis of relevant and pertinent process is completed
  - gender exclusive infrastructure, materiel, mechanisms, language, methodology shortcomings, gaps and roadblocks are codified and solutions identified and instituted
- **Behavioural Change;**
  - stakeholder objective and subjective analysis of transparent gender enablers in society displays positive change towards creating a gender supportive environment
- **Cultural awareness and acceptance;**
  - appropriate and comprehensive gender education and awareness programs encouraged and implemented
  - consultative methodology for recording and reporting institutional gender bias is devised, championed and implemented

Outcomes:

- **Legislation;**
  - all relevant and pertinent existing legislation is revoked, amended or assented in order to provide a legal bedrock to support the Strategic Goal
- **Policy;**
  - all relevant and pertinent existing policy is deleted, amended or created in order to operationally enact gender supportive, effective, sustainable enablers for society
- **Process;**
  - all relevant and pertinent existing process, infrastructure, materiel and mechanisms are removed, deleted, amended or created in order to operationally enact gender supportive, effective, sustainable and transparent enablers

- **Behavioural Change;**
  - stakeholders confirm through objective and subjective evidence that gender enablers are fully supportive and on-going strategies are in place to enable positive change
- **Cultural awareness and acceptance;**
  - stakeholders confirm through objective and subjective evidence that the importance of gender enablers are understood and supported

Work strands:

Legislative;

- Stakeholder analysis and comparison of relevant legislation; identifying and codifying shortcomings and deficiencies in order to inform mitigating solutions that best enable gender enablers
- Stakeholder workshops on international best practice in order to identify and compare equality opportunities and thence harmonise legislative initiatives
- Workshops to align stakeholder priorities with legislative enablers
- Stakeholder development and reporting of objective markers to assess progress in line with outcome
- Enable stakeholders to inform and support affirmative legislative initiatives

Policy;

- Stakeholder analysis and comparison of relevant policy; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable gender enablers
- Stakeholder workshops on international best practice in order to identify opportunities and thence harmonise policy initiatives
- Workshops to align stakeholder priorities with policy enablers; identifying and selecting suitable gender champions
- Stakeholder development and reporting of objective markers to assess progress in line with outcome
- Enable stakeholders to inform and support affirmative policy initiatives

Process;

- Stakeholder analysis and comparison of relevant process; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enact gender enablers
- Stakeholder workshops on international best practice in order to identify equality opportunities and thence harmonise process initiatives
- Workshops to align stakeholder priorities with process; identifying and selecting suitable gender champions
- Stakeholder development and reporting of objective markers to assess progress in line with outcome
- Enable stakeholders to inform and support affirmative process initiatives

Behavioural Change;

- Stakeholder analysis and comparison of the working environment; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable gender enablers
- Stakeholder workshops on international best practice in order to identify equality opportunities and thence harmonise gender enablers
- Workshops to align stakeholder priorities with behavioural change, including the selection and promotion of gender role models and champions

— Enable stakeholders in order to inform and support affirmative behavioural initiatives
— Stakeholders devise, introduce and methodically implement objective and subjective gender behavior analytics of legislation, policy and process change in order to better inform the efficacy of strategic goal outcomes
— -Enable stakeholders to inform and support affirmative behavioural change initiatives

Cultural awareness and acceptance;

— Workshops on UNSCR1325 principles and standards; supporting training on implementing UNSCR1325 practise
— Workshops on Tier 1 NAP principles and approach towards gender enablers
— Engagement with wider society on NAP principles and practice; promotion and communication of progress
— Dovetailed strategic communications plan with Strategic Goal 5 in order to best socialise expected outcomes and work strands
— Enable stakeholders to inform and support affirmative cultural awareness and acceptance initiatives
— Opinionated

SG4 Protection:

Strategic Goal 4 Output:

Effective, accountable and sustainable gender protections in all aspects of public life are objectively and subjectively assessed as being comprehensive, with appropriate supporting legislation, policy, structures, process, training and education implemented and accepted.

Emphasis will be placed on legislation and policy that include explicit references to the protection of women from any form of violence, the impact of arms, armed conflict, sexual violence directed towards women and development and the key role of women's participation in small arms control.

Mid-term outcomes:

— **Legislation;**
  • comprehensive stakeholder analysis of relevant and pertinent legislation is completed
  • gender exclusive language, shortcomings, gaps and roadblocks are codified, mitigation and solutions are identified to comprehensively address gender based crime
— **Policy;**
  • comprehensive stakeholder analysis of relevant and pertinent policy is completed
  • gender exclusive policy language, methodology shortcomings, gaps and roadblocks are codified and solutions identified and instituted
— **Process;**
  • comprehensive stakeholder analysis of relevant and pertinent process is completed, including metric assessment of efficacy
  • gender exclusive process mechanisms, language, methodology shortcomings, gaps and roadblocks are codified and solutions identified and instituted
— **Behavioural Change;**
  • stakeholder objective and subjective analysis of transparent gender protections in society displays positive change towards creating a gender supportive environment and a reduction in gender based crime
— **Cultural awareness and acceptance;**
  • appropriate and comprehensive gender education and awareness programs encouraged and implemented
  • consultative methodology for recording and reporting institutional gender based crime is devised, championed and implemented

Outcomes:

— **Legislation;**
  • all relevant and pertinent existing legislation is revoked, amended or assented in order to provide a legal bedrock to support the Strategic Goal
— **Policy;**
  • all relevant and pertinent existing policy is deleted, amended or created in order to operationally enact gender supportive, effective, sustainable protections for public life

- **Process;**
  - all relevant and pertinent existing process, infrastructure, materiel and mechanisms are removed, deleted, amended or created in order to operationally enact gender supportive, effective, sustainable and transparent protections
- **Behavioural Change;**
  - stakeholders confirm through objective and subjective evidence that gender protections are fully supportive and on-going strategies are in place to enable positive change, including reduction in gender based crime
- **Cultural awareness and acceptance;**
  - stakeholders confirm through objective and subjective evidence that the importance of gender protections and the consequences of gender based crime are understood and supported

Work strands:

Legislative;

- Stakeholder analysis and comparison of relevant legislation; identifying and codifying shortcomings and deficiencies in order to inform mitigating solutions that best enable gender protections
- Stakeholder workshops on international best practice in order to identify and compare security and justice approaches to gender and thence harmonise legislative initiatives
- Workshops to align stakeholder priorities with legislative enablers
- Stakeholder development and reporting of objective markers to assess progress in line with outcome
- Enable stakeholders to inform and support affirmative legislative initiatives

Policy;

- Stakeholder analysis and comparison of relevant policy; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable gender protections
- Stakeholder workshops on international best practice in order to identify opportunities and thence harmonise gender security and justice policy initiatives
- Workshops to align stakeholder priorities with policy enablers; identifying and selecting suitable gender champions
- Stakeholder development and reporting of objective markers to assess progress in line with outcome
- Enable stakeholders to inform and support affirmative policy initiatives

Process;

- Stakeholder analysis and comparison of relevant process; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable gender protections
- Stakeholder workshops on international best practice in order to identify equality opportunities and thence harmonise gender security and justice process initiatives
- Workshops to align stakeholder priorities with process enablers; identifying and selecting suitable gender champions
- Stakeholder development and reporting of objective markers to assess progress in line with outcome
- Enable stakeholders to inform and support affirmative process initiatives

Behavioural Change;

- Stakeholder analysis and comparison of the working environment; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable gender protections
- Stakeholder workshops on international best practice in order to identify similar opportunities and thence harmonise gender protections
  - Workshops to align stakeholder priorities with behavioural change enablers, including the selection and promotion of gender role models and champions
  - Enable stakeholders in order to inform and support affirmative behavioural initiatives
  - Stakeholders devise, introduce and methodically implement objective and subjective gender behavior analytics of legislation, policy and process change, including metrics on gender based crime, in order to better inform the efficacy of strategic goal outcomes
  - Enable stakeholders to inform and support affirmative behavioural change initiatives

Cultural awareness and acceptance;

- Workshops on UNSCR1325 principles and standards; supporting training on implementing UNSCR1325 practise
- Workshops on Tier 1 NAP principles and approach towards gender protections
- Engagement with wider society on NAP principles and practice; promotion and communication of progress
- Dovetailed strategic communications plan with Strategic Goal 5 in order to best socialise expected outcomes and work strands
- Enable stakeholders to inform and support affirmative cultural awareness and acceptance initiatives

SG5 Communication Education and Training (CET)

Strategic Goal 5 Output:

Effective, accountable and sustainable communication, education and training (CET) for gender in all aspects of society are objectively and subjectively assessed as being comprehensive, fully integrated and harmonized with Strategic Goals 1-4

Mid-term outcomes:

— **Legislation;**
  • comprehensive stakeholder analysis of internal and external gender CET strategies are complete
  • gender exclusive communications language, shortcomings, gaps and roadblocks are codified, mitigation and solutions are identified to comprehensively address gender CET
— **Policy;**
  • comprehensive stakeholder analysis of relevant and pertinent communications policy and messaging is completed
  • gender exclusive policy language, methodology shortcomings, gaps and roadblocks are codified and solutions identified and instituted
— **Process;**
  • comprehensive stakeholder analysis of relevant and pertinent process is completed, including metric assessment of efficacy
  • gender exclusive process mechanisms, language, methodology shortcomings, gaps and roadblocks are codified and solutions identified and instituted
— **Behavioural Change;**
  • stakeholder objective and subjective analysis of gender representation in CET displays positive messaging towards creating a gender transparent environment
— **Cultural awareness and acceptance;**
  • appropriate and comprehensive gender CET and awareness programs encouraged and implemented
  • consultative methodology for recording and reporting institutional gender CET bias is devised, championed and implemented

Outcomes:

— **Legislation;**
  • all relevant and pertinent existing gender CET legislation is revoked, amended or assented in order to provide a legal bedrock to support the SG
— **Policy;**
  • all relevant and pertinent existing policy is deleted, amended or created in order to operationally enact supportive, effective, sustainable CET in public life
  •
— **Process;**
  • all relevant and pertinent existing process, infrastructure, materiel and mechanisms are removed, deleted, amended or created in order to operationally enact supportive, effective, sustainable and transparent gender CET

— **Behavioural Change;**
  • stakeholders confirm through objective and subjective evidence that gender CET carefully supportive and on-going strategies are in place to enable positive change
— **Cultural awareness and acceptance;**
  • stakeholders confirm through objective and subjective evidence that the importance of gender CET are understood and supported

Work strands:

Legislative;

— Stakeholder analysis and comparison of relevant legislation; identifying and codifying shortcomings and deficiencies in order to inform mitigating solutions that best enable gender CET
— Stakeholder workshops on international best practice in order to identify CET approaches to gender and thence harmonise legislative initiatives
— Workshops to align stakeholder priorities with legislative enablers
— Stakeholder development and reporting of objective markers to assess progress in line with outcome
— Enable stakeholders to inform and support affirmative legislative initiatives

Policy;

— Stakeholder analysis and comparison of relevant policy; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable gender CET
— Stakeholder workshops on international best practice in order to identify opportunities and thence harmonise gender CET policy initiatives
— Workshops to align stakeholder priorities with policy enablers; identifying and selecting suitable gender champions
— Stakeholder development and reporting of objective markers to assess progress in line with outcome
— Enable stakeholders to inform and support affirmative policy initiatives

Process;

— Stakeholder analysis and comparison of relevant process; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable gender CET
— Stakeholder workshops on international best practice in order to identify equality opportunities and thence harmonise gender CET process initiatives
— Workshops to align stakeholder priorities with process enablers; identifying and selecting suitable gender champions
— Stakeholder development and reporting of objective markers to assess progress in line with outcome
— Enable stakeholders to inform and support affirmative process initiatives

Behavioural Change;

— Stakeholder analysis and comparison of the working environment; identifying and codifying shortcomings and deficiencies in order to identify mitigating solutions that best enable gender CET
— Stakeholder workshops on international best practice in order to identify similar opportunities and thence harmonise gender CET
— Workshops to align stakeholder priorities with behavioural change enablers, including the selection and promotion of gender role models and champions

— Enable stakeholders in order to inform and support affirmative behavioural initiatives
— Stakeholders devise, introduce and methodically implement objective and subjective gender CET analytics of legislation, policy and process change in order to better inform the efficacy of SG outcomes
— Enable stakeholders to inform and support affirmative behavioural change initiatives

Cultural awareness and acceptance;

— Workshops on UNSCR1325 principles and standards; supporting training on implementing UNSCR1325 practise
— Workshops on Tier 1 NAP principles and approach towards gender CET
— Engagement with wider society on Tier 1 NAP principles and practice; promotion and communication of progress
— Dovetailed Tier 2 operational plan with SG5 in order to best socialise expected outcomes and work strands
— Enable stakeholders to inform and support affirmative cultural awareness and acceptance initiatives

COMMON
PLANNING FORMAT

C MEC will produce a common framework planning skeleton for Tier 2 ministries that will provide a common platform in order to enable synergy of planning and cross-coordination of resource, ambition and output.

CONCLUSION

We recognize our ambitions are large. However, our 2020 canvas is large:

The Republic of North Macedonia is now a full NATO member and a valued military contributor to overseas missions. We aspire to join the European Union. Our country has a young populace hungry for positive change. Our economy is growing fast.

We must harness all our talent; our women and men must be united in achieving one mighty enterprise.

There is much to do, with many audiences, many stakeholders and many ambitions. Too much, in fact, to articulate in a single document. That is why we have adopted the principles of mission command, setting broad strategic goals and devolving operational implementation responsibility to the expert practitioners within each ministry and organization, but coordinated in a central delivery authority to deliver a sustained campaign in order to realise our strategic Tier 1 NAP 2020-25 mission statement:

"The Republic of North Macedonia UNSCR 1325 National Action Plan 2020-25 will act as a key driver to delivering our vision of a society that views gender equality, inclusion and transparency as a matter of course and is an exemplar of successful implementation of Women Peace and Security vision and values."

July, 2020