Roadmap for Success
Designing Effective National Action Plans on Women, Peace & Security

KNOWLEDGE
TOOLS
IMPACT
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICONS and ACRONYMS</td>
<td>-</td>
</tr>
<tr>
<td>ABOUT THIS ROADMAP</td>
<td>1</td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>2</td>
</tr>
<tr>
<td>ROADMAP OVERVIEW</td>
<td>4</td>
</tr>
<tr>
<td>SETTING UP FOR SUCCESS</td>
<td>5</td>
</tr>
<tr>
<td><strong>PHASE 1: PLAN &amp; ASSESS</strong></td>
<td>7</td>
</tr>
<tr>
<td><strong>PHASE 2: DESIGN &amp; COLLABORATE</strong></td>
<td>17</td>
</tr>
<tr>
<td><strong>PHASE 3: IMPLEMENT &amp; MONITOR</strong></td>
<td>28</td>
</tr>
<tr>
<td><strong>PHASE 4: REVIEW &amp; REVISE</strong></td>
<td>39</td>
</tr>
<tr>
<td>ADDITIONAL RESOURCES FOR EACH PHASE</td>
<td>49</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>51</td>
</tr>
</tbody>
</table>
### ACRONYMS & ICONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>CVE</td>
<td>Countering Violent Extremism</td>
</tr>
<tr>
<td>GBV</td>
<td>Gender-Based Violence</td>
</tr>
<tr>
<td>GNWP</td>
<td>Global Network of Women Peacebuilders</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
<td>NAP</td>
<td>National Action Plan</td>
</tr>
<tr>
<td>NSO</td>
<td>National Statistics Office</td>
</tr>
<tr>
<td>OSCE</td>
<td>Organization for Security and Co-operation in Europe</td>
</tr>
<tr>
<td>UNSC</td>
<td>UN Security Council</td>
</tr>
<tr>
<td>UN Women</td>
<td>UN Entity for Gender Equality and the Empowerment of Women</td>
</tr>
<tr>
<td>WPS</td>
<td>Women, Peace, and Security</td>
</tr>
</tbody>
</table>

---

**NAP Knowledge:** Highlights opportunities during the NAP development and implementation process to build NAP knowledge

**Country Snapshots:** Illustrates various examples of NAP development and implementation in practice

**Lessons Learned:** Indicates reminders throughout the process to identify and collect lessons learned of what worked well and what did not work well

**Communications & Outreach:** Identifies when to consider different communication and outreach mechanisms with key stakeholders involved in NAP development and implementation

**Common Questions:** Provides information on some commonly asked questions related to NAP development and implementation
**Roadmap for Success** is a handbook that guides readers through the lifecycle of National Action Plan (NAP) development, implementation, and revision.

**What is the Roadmap?** This Roadmap reflects a compilation of expertise and tools focused on NAPs. It guides readers through key actions, questions, and leading practices relevant to every phase of NAP development and implementation. It outlines elements of success and lessons from countries around the world. As a tool and guide, this document helps readers define objectives to build a NAP that is relevant to their country’s needs.

**Who should use this tool?** This Roadmap is for everyone. It is intended for government and civil society audiences. It is applicable to both governments developing a NAP for the first time and those revising an existing plan. Civil society can also use this tool to explore how non-governmental organizations can inform or participate in NAP creation or implementation.

**What are the phases of NAP development?** The Roadmap outlines four phases of NAP development and implementation: (1) Plan and Assess; (2) Design and Collaborate; (3) Implement and Monitor; and (4) Review and Revise. It poses questions to guide readers through each phase and help them set the conditions for developing a national policy.

**What does this tool not do?** This document does not provide prescriptive actions or recommendations on specific topics or objectives that could be included in a NAP. Every plan will vary based on the country’s identified needs and emerging issues.
When women have a seat at the table, security policies and outcomes are more responsive, inclusive, and sustainable. Evidence shows that upholding women’s rights, addressing women’s needs, and promoting women’s participation in peace and security efforts yield better outcomes for entire countries. Women are not historically part of conversations where decisions are made about security and their countries’ futures. Yet they are uniquely impacted by insecurity, violence, and conflict and are critical contributors to peace. Mainstreaming gender equality into security arenas requires addressing exclusionary practices and transforming public institutions to meet the needs and experiences of both men and women. Taking action begins with answering a single question: How can governments and civil society increase women’s participation in efforts to promote security, maintain peace, and prevent conflict? To promote awareness and encourage countries to address this question, the UN Security Council (UNSC) adopted Resolution 1325 in 2000. The UNSC has called on UN member countries to develop individual National Action Plans (NAPs) to implement Resolution 1325.

Why Resolution 1325?

UNSC Resolution 1325 recognized for the first time that women are not merely victims of violence, but play essential roles in building and sustaining peace and security. It set into motion a series of actions, commitments, and resolutions known as the Women, Peace and Security (WPS) agenda. These combined efforts highlight the fact that women and girls experience violence, insecurity, and conflict differently than men and have an equal role to play in addressing security challenges. The WPS agenda therefore focuses on women’s participation and protection in addressing peace and security.
NAPs are strategic policy documents that help governments guide, track, and review their implementation of efforts to integrate a gender perspective into security policy.

Having a NAP is a strong signal of a country’s commitment to the WPS agenda. Countries use NAPs to create customized plans of action that reflect their security goals, address individual challenges related to national or regional context, develop external efforts to promote WPS abroad, and/or create sustainable solutions to inclusively advance peace and security.

Every country has different security priorities and challenges, but all can benefit from a NAP. Globally, NAPs focus political attention and resources on pertinent issues, including addressing gender-based violence (GBV), increasing diversity in police and the military, promoting border security, mitigating human trafficking, and increasing women’s access to justice.

Plans usually bring together different actors under these common goals, resulting in better outcomes for countries.

A NAP is also a powerful tool to create dialogue on WPS, and strengthen collaboration among stakeholders in government, civil society organizations (CSOs), donors, academia, local communities, and the private sector on security issues.

NAPs also help governments forge innovative solutions to evolving threats and issues such as violent extremism, terrorism, migration, natural disasters, or famine. Emerging issues have far-reaching security implications that require the full participation of society to develop answers. Regardless of a country’s security priorities, NAPs can help create a path toward a better life and future for everyone: women, girls, men, and boys.

Successful NAPs have several things in common, including six key elements that form a foundation for impact and results. These elements are conditions that create effective NAP processes and results. Without them, NAP development can occur, but should aim to strengthen these conditions throughout the NAP lifecycle.

**Key Elements of NAP Success**

The development or revision of a country’s NAP is a milestone to celebrate. Effective NAPs result from an inclusive process and often start with six key criteria that set conditions for success (see page 5):

- Political Will
- Commitment to Progress
- Available Resources
- Focus on Results
- Civil Society Engagement
- Cross-Governmental Process
The Roadmap outlines the NAP development and implementation process in four phases:

**Plan & Assess**
The process begins when key stakeholders, e.g., national government and civil society organizations (CSOs) lay the foundation for developing a results-focused NAP.

**Design & Collaborate**
Drafting the NAP is an inclusive process that aims to create a result-oriented document that defines a plan for assigning roles and responsibilities, monitor progress, evaluate results, and hold implementers accountable.

**Implement & Monitor**
Government agencies, ministries, and departments bring the NAP to life through coordination and monitoring.

**Review & Revise**
Reviewing the progress of NAP objectives helps governments identify gaps, collect lessons, and make recommendations for improving and revising future versions.
SETTING UP FOR SUCCESS

NAP development is most effective when it is an inclusive process, with input from government and CSOs, and when implementation is monitored and assessed for progress. Successful NAPs share several key elements. **Phase 1** of the Roadmap explores how to set conditions for success.

- **Political Will**
  Political will means having support from key influencers and leaders to move forward on actions or policies. For example, in one country, executive or legislative support may catalyze NAP creation. Elsewhere, a commitment at the UN, advocacy from a minister, or an agreement among ministry heads may be required for a NAP.

- **Commitment to Progress**
  To be successful, the NAP process requires strong day-to-day engagement, consistent senior-level support, and investment from government officials responsible for implementation. Leadership refers to an individual, a coalition, or institutions that support NAP development and/or drive the NAP forward from inception to completion.

- **Available Resources**
  Developing and implementing a NAP can be a resource-intensive process that requires time, staff, research, and programmatic funds. Cost estimates, budgeting, and financial tracking are key components for success. With appropriate staffing and financial resources, NAP development is more likely to deliver sustainable impact.

- **Focus on Results**
  NAPs are actionable documents that result in sustainable change across different issues and sectors to support inclusive security and prosperity. To encourage this change, a results-focused NAP means that governments commit to developing, adopting, and enforcing accountability tools, including an M&E framework, and a baseline evaluation.

- **Civil Society Engagement**
  Civil society organizations (CSO), particularly women’s groups, have viewpoints and expertise on security issues that the government may not be aware of. They are key actors in monitoring and accountability for NAP implementation and their participation in the process can increase legitimacy and effectiveness.

- **Cross-Governmental Process**
  A NAP is strongest when it is inclusive and reflects a country’s priority areas, and when it is owned by the government. A broad interagency coalition of government stakeholders that coordinate on, develop, and implement the NAP will strengthen a results-oriented NAP through diverse expertise and experience.
PHASE 1 DESCRIPTION

The **Plan and Assess Phase** marks the beginning of a process when key stakeholders (e.g., national government, CSOs, multilateral organizations) lay the foundation for a results-focused NAP. At this point, governments have a minimum level of political will to support NAP development. However, in some cases, not all government ministries or departments will be in agreement on the importance of the NAP. Reasons for disagreement or lack of understanding vary, but could reflect skepticism that needs to be overcome to build a successful NAP.

Setting conditions for a NAP begins with actions including, but not limited to, identifying champions and key leaders, creating a NAP team from all relevant government agencies and CSO partners to drive the NAP process forward, and assessing the WPS environment.

The **objectives** of the Plan and Assess Phase are to:

- **Formally begin the NAP development effort and identify management, coordination, drafting, and implementation mechanisms for NAP design**
- **Identify a team that will be collectively responsible for NAP design**
- **Identify how the WPS agenda is perceived across different bodies of government and build stakeholder support for the NAP**
- **Begin to understand what issues the NAP will seek to address (e.g., country priority areas), and conduct a needs assessment**

### SUMMARY OF PHASE ACTIVITIES

Phase 1 includes the following actions:

- **Establish a NAP team**
- **Assess environment & resources**
- **Analyze stakeholders**
ESTABLISH A NAP TEAM

**WHY:** Building a government-wide commitment to the NAP is often a necessary condition for success, even in cases where political will exists. Developing a formal group—discussed here as a “NAP Team”—can mobilize interest, promote education, identify champions, and lead the official NAP development process. Building a NAP Team will pave the way for an inclusive process that includes perspectives from government and civil society.

**QUESTIONS TO CONSIDER**

- Who should be a part of the NAP Team? What are their roles and responsibilities?
- Who chairs the NAP Team, and to whom does it report?
- How will the NAP Team formalize its interactions and establish decision-making processes (e.g., a formal terms of reference, a statement of purpose, a memorandum of understanding)?
- How can the NAP team raise awareness of the value WPS brings to security policy?
- How will members of the NAP Team socialize NAP efforts in their departments or ministries at senior and expert levels? How will they identify champions that can help move NAP efforts forward?
- How will the NAP Team and other stakeholders work collaboratively to draft the NAP?
- Which CSOs should have relationships with the NAP team to ensure civil society views are incorporated into the NAP development process (e.g., those focused on security, women, and/or human rights)?

What is a “Champion”? Champions are influential individuals or institutions who already promote and implement gender equality principles, women’s rights issues, and/or WPS efforts. Champions will be active and vocal proponents of the importance and utility of the NAP. They can include representatives from government, CSOs, and the private sector, as well as private citizens. These individuals can be men and women.
**HOW:** To establish a NAP Team that will manage the NAP process, review the following considerations:

1. **Determine NAP Team composition**
   NAP processes are strongest when they incorporate diverse participants across government. The NAP Team is a group comprised, for example, of one or two representatives from each participating ministry or department. Around the world, NAP Teams have included representatives from executive entities, ministries, and departments that focus on defense and security, justice and law enforcement, foreign affairs, health and wellbeing, social protection, sustainable development, and/or gender equality. Officials and ministries that do not have a specific gender mandate are important participants and stakeholders, since they likely play a role in security issues that the NAP aims to address. The team may also include the individual(s) who led the initial process of building political will for the NAP, and/or have experience in strategic planning, national policy planning and drafting, and gender.

2. **Define NAP Team roles and responsibilities**
   The NAP Team’s roles and responsibilities can span a range of administrative, technical, and substantive and technical components. For example, a NAP team responsible for the management of the NAP process would oversee efforts such as setting timelines, mobilizing resources, developing a communications plan, conducting outreach to stakeholders and civil society, providing guidance and training throughout the process, and coordinating input.

The work of the NAP Team will vary country by country. Some governments pursue a top-down process led by an executive entity, whereas others encourage “bottom-up” efforts led by ministries or departments. A single body or entity might be sufficient to draft and coordinate the NAP, or two separate entities with a clear hierarchy might be more appropriate. Reviewing other national security or strategy development processes can be helpful in identifying examples of how policies have been developed in the past.

**Best Practice:** Engaging civil society early on can reveal information and perspectives previously unknown by government officials that will assist NAP development. For example, civil society can provide government with access to research on WPS in a specific context, thereby better ensuring a NAP that adopts a comprehensive approach.
CONDUCT A STAKEHOLDER ANALYSIS

WHY: A stakeholder analysis is a review of key actors interested or active in a particular issue. This analysis assists the NAP Team in identifying key participants for the NAP process, determining their level of interest and influence, and establishing a plan to engage them. Stakeholders’ interest and participation could include roles in advocacy, research, policy implementation, or influence on security and gender issues. If possible, the stakeholder analysis could be conducted by individual NAP organizers before a formal team is in place.

QUESTIONS TO CONSIDER

- Who are the key government and civil society stakeholders who oversee issues associated with the WPS agenda and will be important to the NAP development and/or implementation process?
- Which individuals and organizations need more convincing or could hinder the NAP development process? What is your plan to mitigate skepticism?
- Who could become key partners or allies in the process?
- How can the NAP help stakeholders address pre-existing challenges?
- What kind of relationship does civil society have with the government, and how can civil society effectively collaborate to strengthen NAP efforts?
- What type of communications will you use to interact with stakeholders at different levels?

What is a “stakeholder”? A stakeholder is an individual or organization interested in, and has the ability to exert influence over, NAP design, development, and implementation. Stakeholders are entities whose roles and/or responsibilities can impact the country’s WPS agenda, priorities, and outcomes. Stakeholders vary in level of interest and influence.
**HOW:** The below actions outline the approach to a stakeholder analysis:

1. **Identify internal and external stakeholders that have responsibility for some aspect of the WPS agenda**
   Examples of these stakeholders include women who are impacted by peace and security issues, as well as individuals or organizations who oversee public security issues, focus on reconciliation or peacebuilding, address women’s rights, or write on issues pertinent to WPS. See **Figure 1** on page 12 for one way to mapping stakeholders.

2. **Employ different methods to identify stakeholders**
   Identification and outreach varies in each country, but could include consultations with government and non-governmental organizations, archival reviews of past statements or work on WPS, mobilizing mid-level and senior leadership interest through an emphasis on WPS, and other forms of outreach.

3. **Determine each stakeholder’s influence and interest**
   Designating whether stakeholders have high or low levels of interest and influence can help NAP coordinators engage different groups. Based on the analysis, stakeholders who have high influence and high interest in the NAP process should be closely involved and engaged throughout the process. In contrast, additional advocacy might be needed for those who have low influence and low interest. See **Figure 2** on page 12.

4. **Create a communications and outreach plan from the stakeholder analysis**
   A communications plan outlines when and how often the NAP Team engages with each stakeholder. This could include informational updates for senior leadership and experts through correspondence, routine meetings, technical expert groups, and dialogue with civil society. The Roadmap offers communication and outreach suggestions for each phase.

**Communications and outreach:** A communications plan is used throughout the NAP life-cycle to track how and when the NAP Team is interacting with stakeholders. Systematic communication is crucial. It is also important that the public and stakeholders can easily access on NAP development, implementation, and monitoring and evaluation. Transparency helps build inclusivity and ownership.
Figure 1. Identifying Stakeholders. Mapping stakeholders early on in the NAP process helps coordinators in several ways, such as identifying who should be consulted in data collection or research efforts and distinguishing who should be involved in different levels of decision making about the NAP. Use the model below to map stakeholders at organizational and societal levels.

**International:** Which international stakeholders might be able to assist?

**Societal:** Who is impacted by security issues? Which groups have experiences or expertise that can inform the process, or drive it through advocacy?

**Governmental:** Which entities across government have a stake in security and gender issues?

**Internal:** Who are the stakeholders in your own organization at junior and senior levels?

Figure 2. Stakeholder Analysis. Categorizing different groups of stakeholders through criteria such as influence and interest can help identify their roles and contributions. A stakeholder with high influence and high interest can mobilize political will and resources—and they should be actively involved across the process. Although all stakeholders should be involved in various parts of NAP development and implementation, an analysis will help you designing an effective process to maximize their contributions.
ASSESS CURRENT ENVIRONMENT, INCLUDING AVAILABILITY OF RESOURCES

**WHY:** An environmental analysis is a thorough review of the current state of a specific issue. This analysis builds a better understanding of the current WPS environment within the country and region, and will help the NAP Team to understand what issues to focus on. Conducting an environmental analysis and identifying available resources can be a complex task. The NAP Team can identify how much effort to dedicate to the actions below, given available time, financial resources, and staff.

**QUESTIONS TO CONSIDER**

- What security gaps exist, and what progress has been made on security issues in your country (e.g., civil society efforts)? What gaps, if filled, would successfully address your country’s conditions and priorities? How can applying a gender perspective fill those gaps?

- What are the norms and expectations for men and women in society? What are the barriers to women participating equally in decision making about peace and security?

- What challenges do you anticipate in building support for a NAP?

- Have ministries or any non-governmental entities recently released research, assessments, or policies that may be relevant to the WPS agenda or a NAP?

- What existing strategies and resources are available to support NAP development and implementation (e.g., international commitments, a national gender strategy, gender integration tools, trainings, or workshops)?

**Lessons Learned:** The NAP Team should review what processes and procedures have worked well thus far in the process, and what could be improved on. Storing lessons learned in a centralized database throughout the process can ensure that future efforts to update or redraft a NAP.
**What is a “gender analysis”?**

Gender analysis is a systematic analysis carried out through qualitative and quantitative research techniques that allow you to examine the local patterns, norms, and disparities among men, women, boys, and girls that guide individual actions and experiences. A gender analysis helps with understanding the social and cultural context of security issues and how to address them (in this case, addressing WPS challenges or issues through a NAP). The NAP Team can conduct a gender analysis of conflict or security institutions to assess how gender norms contribute to and mitigate challenges.

**HOW:** To conduct an environmental analysis, the NAP Team can consider the suggested actions:

1. **Determine the scope of the analysis**
   Determine what data (political, social, legal, economic) and other relevant information that will be collected and included in the analysis (e.g., prevalent data on women in legislatures but lack of statistics on violence against women), existing strategies (e.g., a national gender policy, a national security strategy), and the current state of the WPS agenda (e.g., women’s influence in decision making about security and the scope of their participation in promoting peace or security).

2. **Draft a report**
   A report summarizes the analysis and information collected. This will be a helpful reference document for all stakeholders during the NAP development process, and will ensure everyone is working with a similar understanding of the context and challenges. The information and data can serve as a foundation for setting priorities and designing the NAP. A report can help all stakeholders understand gaps and opportunities while also setting common expectations. For example, through the analysis, the NAP Team may discover that women are vastly underrepresented in police forces – an issue that the NAP may address.
In Brazil, the Ministry of Defense engaged with the NAP process through various mechanisms, including its gender commission and collaboration with the Armed Forces (which are separate from the Ministry of Defense). The working group opted for a consensus-based approach to ensure the NAP responded to the interests and concerns of all stakeholders. For example, the framing of the issue, specifically the importance of WPS as an ongoing effort from various stakeholders within the Brazilian government, was fundamental in order to start the NAP process.

The Jordanian National Commission for Women (JNCW) led the coordination and development of Jordan’s NAP. The JNCW built support from government and civil society stakeholders by directly engaging them throughout the NAP development process. A key component of the JNCW’s engagement was the establishment of two NAP leadership bodies that interacted closely with each other: a coalition and a steering committee. The coalition was a diverse group of CSO representatives, government managers, technical officers, WPS experts, and security sector representatives. It was responsible for drafting the NAP. The steering committee was comprised of senior-level representatives of ministries and the security sector (e.g., police, armed forces) who were responsible for decision-making. As the coalition developed goals, objectives, logframes, and other critical components of the NAP, they shared them with the steering committee for review and approval. The steering committee’s feedback allowed the JNCW and the coalition to resolve any issues on a rolling basis throughout development process. In addition, this close interaction between the bodies built trust, raised NAP awareness, and increased the likelihood of the NAP being approved by higher-level government officials in Jordan.

Incorporating the perspectives of diverse government actors can assist NAP organizers in creating holistic and responsive NAPs.
In 2009, Chile was the first country to develop a NAP in the Latin America and Caribbean region. As an active champion of gender equality, former President Michelle Bachelet was involved in the NAP development process. Previously, in her role as Minister of Defense, she established a gender advisor position at the Ministry. As President, she later established a gender focal point in every ministry in the country. The authority she gave to Servicio Nacional de la Mujer (Chile’s Ministry of Women) to draft the NAP was an important motivating factor through NAP development. This executive-level support created what is seen as a successful NAP development process.

Jordan and Finland mutually benefited from bilateral interactions during their respective NAP development processes. Sometimes known as “twinning” or “pairing,” this type of process allows for knowledge sharing among experts in different countries. During the revision of Finland’s NAP, Finnish representatives invited a delegation of 30 Jordanian women to Finland for non-technical discussions on NAP development and implementation. The Finnish representatives found Jordan’s insights on countering violent extremism (CVE) and addressing refugee inflows to be relevant to their context and this contributed to a decision to incorporate these topics into Finland’s NAP. Jordanian representatives found Finland’s insights on the incorporation of women in armed forces to be helpful in developing their own NAP objectives. This delegation visit was part of a larger project, supported and implemented by the UN Entity for Gender Equality and the Empowerment of Women (UN Women), related to Jordan’s NAP development. Lessons from effective knowledge-sharing events demonstrate that equal partnerships are most impactful, as opposed to one government “teaching” another about the importance of incorporating certain perspectives or objectives.
PHASE 2 DESCRIPTION

The **Design and Collaborate Phase** involves drafting the NAP and creating a monitoring and evaluation (M&E) plan to establish a structure for accountability and monitoring progress. A results-focused NAP should have objectives that reflect the key security and gender issues within a country (as identified during the environmental analysis completed in **Phase 1**). A results-focused NAP is created through an iterative and inclusive process that draws upon the broad expertise of members of government and civil society.

The **objectives** of the Design and Collaborate Phase are to:

- Define priorities and objectives for the NAP through consultations with the stakeholders, including conflict-affected communities, women’s organizations, and survivors of GBV
- Develop methods to measure progress towards stated objectives, including targets and indicators
- Align financial resources to NAP efforts
- Draft the NAP document and develop accountability measures
- Validate the draft with stakeholders, including civil society, before finalization and adoption

**SUMMARY OF PHASE ACTIVITIES**

Phase 2 includes the following actions:
**WHY:** Effective NAPs reflect a country’s individual considerations and context. Reviewing and defining priority areas at the outset of Phase 2 will focus the NAP development process.

**QUESTIONS TO CONSIDER**

- How do the NAP’s goals align with broader policy objectives on women’s rights, gender equality, security, peacebuilding, and conflict prevention?
- What issues could be addressed in the NAP? Of these, which fill critical short-term or long-term gaps for women, which will make the most impact, and which will complement existing efforts?
- What new or evolving security challenges deserve inclusion in the NAP? Who can help identify new security challenges?
- How can priorities be reflected in a set of clear goals that all stakeholders will understand?

**HOW:** To define the priority areas that are most pressing for a NAP, the NAP Team can consider the following actions:

1. **Conduct consultations**
   Broad consultations are a best practice in NAP development. These consultations should focus on soliciting feedback about what should be included within the NAP, and include stakeholders identified in Phase 1, such as CSOs, local government and communities, and women directly impacted by insecurity.

2. **Determine the focus areas of the NAP**
   Based on the environmental analysis completed in Phase 1 and consultations, assess which issues, if addressed, would create the most impact. The NAP can focus internally (e.g., inclusion of women in the armed forces and police; violence against women in urban areas; women refugees), externally (e.g., cross-border conflict, foreign assistance programs), or both internally and externally. Consider how women’s participation in national security efforts and decision-making will protect women’s rights and increase overall security, and how the NAP can address gaps in promoting women’s safety and leadership opportunities.

3. **Set NAP objectives for each focus area**
   To develop these objectives, consider what change stakeholders want to see and what the NAP can tangibly do to achieve those changes.
What is an “emerging issue”? Emerging issues are events or challenges that could significantly impact the peace and security of a country and its people (e.g., terrorism, climate-induced migration). The number and severity of emerging issues vary by context. As some issues may be regional, coordination and information-sharing with neighboring countries can assist with understanding and predicting emerging challenges.
HOW: To develop the logic model illustrated in Figure 3 on page 21, follow the suggested actions below:

1. Develop a goal(s) statement
This statement is built on the priority areas identified and captures the overall intent and objectives of the NAP. Effective statements consider intended accomplishments, beneficiaries, and long-term results.

2. Determine which specific outcomes to achieve
Outcomes are the significant changes that impact stakeholders and broader groups of beneficiaries. The outcomes are the intermediate and long-term results of the NAP, and are directly linked to the NAP objectives.

3. Determine the outputs from NAP activities
Outputs are short-term, immediate results that contribute to longer-term outcomes. Outputs generally measure the amount or quantity of the activity or beneficiaries (e.g., number of women police officers trained).

4. Determine activities
Activities are the actions taken to achieve objectives. Activities create measurable actions to implement objectives that lead to the planned outcome. It is important to consider the ministries or departments that will be responsible for implementing these activities. While specific implementation plans will be created after the logic model is developed, identifying government leads will help create realistic, specific, and focused activities that will yield better results.

5. Validate inputs
Inputs are the resources required to implement the effort. At this point, some inputs or needs should already be identified (e.g., budget, support staff). However, the NAP Team should revisit inputs after developing the other sections of the logic model to assess if additional resources are needed for implementation (e.g., equipment, facilities).

Best Practice: Check the annex of this document for a detailed resource focused on defining and measuring the impact of NAPs, “Overview of What Matters Most: Measuring Plans for Inclusive Security” published by Inclusive Security.
**Figure 3. Logic Model**

**Goal Statement:** Captures the overall intent and objectives of the NAP

**Objectives:** Measures the NAP’s progress towards achieving the goal

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>What resources are required to implement the NAP?</td>
<td>What actions are you taking towards achieving your objectives?</td>
<td>What are short-term results that will contribute to your longer-term outcomes?</td>
<td>What are the changes you want to achieve (intermediate and long-term)?</td>
</tr>
</tbody>
</table>

**Exercise: Fill in logic model for your NAP**

**Goal Statement:**

**Objectives:**
DEVELOP AND FINALIZE DEDICATED BUDGET USING COSTING AND BUDGETING EXERCISES

WHY: Understanding the costs associated with implementing a NAP is important to assess prior to implementation. Creating a budget will guide how funding is managed over the NAP lifecycle across ministries and departments. A budget outline helps align expenditures with NAP performance and outcomes. The budget also ensures the conversation remains realistic. A country may be able to fully fund NAP development and/or implementation by using either internal funds, or seeking external funding assistance (e.g., donors). Dedicated funding will allow for consistency in accomplishing identified objectives, rather than conducting activities on an ad-hoc basis.

QUESTIONS TO CONSIDER

• Which departments or ministries will implement the NAP’s priorities, actions, and goals? What financial and human resources are needed to fully implement the NAP?

• Can you limit the need for new resources by integrating NAP objectives into existing activities?

• Do you need additional support for this process? If yes, how will you engage senior leadership or potential donors?

• How does the NAP development and implementation timeline fit in with the national budget cycle, and how can you anticipate budget discussions through outreach to budget experts and senior leadership?

• Does your government already support activities or programs that support the NAP’s objectives?

• Are experts available to lead costing and budgeting exercises?

• How can a costing and budgeting exercise help countries identify additional funding from international donors?
**Can a country have a NAP without a budget?** NAPs must consider practicalities, including funding, in order to be effective. Costing and budgeting exercises help define reasonable program and policy expectations for NAP implementation. Countries can create NAPs without a budget by integrating objectors into existing efforts, however dedicated resources are a key factor of successful NAPs. Although non-budget NAPs can function as high-level policy documents to signal political will, it is important that they be paired with clear implementation efforts.

**How:** To determine what resources are needed to fully develop and implement the NAP, the following should be considered:

1. **Determine the cost of activities in the M&E plan**
   Making an estimate based on previous similar activities yields realistic cost estimates. For instance, if an activity is a training for specific gender focal points, the NAP team can review past trainings to estimate the cost of facilitators or other expenses.

2. **Compare cost estimates with available resources**
   Upon completing the costing exercise, determine if there are gaps in available resources to accomplish all activities.

3. **Prioritize activities**
   If resource gaps exist, the NAP Team should prioritize the activities to achieve the stated NAP objectives. What activities are most important for forward progress? For example, if countering violent extremism (CVE) is a cornerstone of a country’s national security strategy, perhaps CVE-related activities should take precedence over others.

4. **Advocate for additional funding (if needed)**
   If more resources are needed, the NAP Team may need to advocate for additional funding to fully implement all of the activities.
**WHY:** Drafting the NAP includes framing WPS in a particular country’s context. When consulted during the drafting process, civil society can help ensure the NAP addresses local realities. Early civil society involvement facilitates buy-in and supports the development of a holistic plan that addresses pressing WPS-related issues. The time required to draft and approve a NAP varies from country to country.

**QUESTIONS TO CONSIDER**

- Who will draft the NAP document (e.g., a designated facilitator, teams for each section)?
- How will stakeholders, including civil society, offer input and provide validation before the NAP is finalized and adopted?
- How will you generate and sustain interest in each phase of the process to lay a foundation for implementation?
- Who needs to ultimately approve the NAP? At what point(s) should they be consulted during the process? What is their timeline for approval?

**HOW:** To develop the NAP in an inclusive manner, consider the following actions:

1. **Identify the appropriate approval process for the NAP**
   Understanding this approval process at the start of drafting will inform how the NAP Team collaborates and communicates progress to leadership. The stakeholder analysis from **Phase 1** can help define who could be involved in approval activities.

2. **Establish a timeline for NAP development.**
   Establishing a timeline with key NAP development milestones (e.g., specific dates for completing logic model, submitting a draft NAP for approval) will help maintain momentum and accountability during the process.

3. **Establish roles and responsibilities for drafters**
   This includes designating a neutral facilitator/counter, if possible, and assigning entities to lead particular tasks. Determine how internal and external feedback from experts and stakeholders will be shared among the NAP Team and incorporated into the document.
CREATE MONITORING AND EVALUATION (M&E) PLAN

**WHY:** M&E is an organized process for collecting, reviewing, and analyzing results to determine whether activities are having the intended impact on the target population. An M&E plan establishes an accountability framework and uses the components from the logic model to clearly define indicators to measure results. M&E should occur throughout the NAP lifecycle to monitor progress and make updates as needed based on performance. Civil society is an important monitoring partner and can be incorporated formally or informally.

**QUESTIONS TO CONSIDER**

- Which milestones will be most useful for tracking progress?
- What will be your key performance indicators in the short- and long-term to measure NAP implementation success?
- How will you determine if the NAP’s priorities fit within country’s security priorities?
- How often will you evaluate progress and the impact of the NAP? How will ministries and departments track progress together?
- What kinds of data will you collect to track progress (e.g., sex-disaggregated data)?
- How will you communicate NAP progress to senior leadership, other government bodies, the public, or the international community? How often?

---

**What is an M&E plan?** An M&E plan is a formalized document that outlines the components required in tracking and analyzing the impact of the NAP plan. Depending on NAP Team capacity, the M&E plan could be a separate document or included within the NAP itself. Regardless of how the plan is formalized, it should include the project’s goal, objectives, results indicators and definitions, activities, and other key M&E elements.
HOW: To create an M&E plan, refer to the logic model, then consider the following actions:

1. Start with the NAP objectives as identified in the logic model, and define the outcome indicators for each, and fill in activities.
Outcome indicators measure progress toward an objective. Assign action owners to the activities identified in the logic model (e.g., the ministry responsible for implementing a particular objective). Each activity will be further localized and assigned to an implementer or implementers (e.g., sub-ministry entity or potentially CSOs).

2. Define the output indicators
Output indicators measure the direct results of the activities. Both output and outcome indicators should include a definition to clarify what the indicator is measuring.

3. Illustrate outcome and output indicators
   - **Determine baselines.** A baseline is preliminary information gathered before activities begin and is the basis for planning and assessing progress.
   - **Set targets.** Targets are reasonable estimates of the outputs or outcomes to be achieved over the implementation period. They should be ambitious but realistic.
   - **Identify data sources.** Data helps to track progress toward targets. Quantitative data is typically numerical information highlighting rates, levels, trends, and ratios (e.g., rate of GBV, number of women in elected office, percentage of women in police). Qualitative data highlights trends, motivations, challenges, and opportunities (e.g., the effects of insecurity on women, survivors’ stories of violence, public perceptions of women). In some cases, data will already exist. Others may require investments in data capacity.
   - **Establish frequency and ownership of data collection.** Determine how often collection should occur. Who is responsible and where the results will be reported? Develop a schedule that identifies when data will be collected (i.e. monthly, quarterly, annually) and validate feasibility based on staff and budget constraints.

4. Conduct M&E training and create tools
A key component of successful NAP monitoring is capacity building on how to collect and report data. Government and CSO implementers may need training in this regard. A user-friendly template for reporting will ease the burden on implementers.
Civil society organizations (CSO) are important actors in the NAP development process because they offer different perspectives and experiences that create effective and responsive NAPs. CSOs often work in local communities or more remote areas, which provides access to information and to communities who are not readily available to – or perhaps not willing to speak to – the central government. Governments around the world have successfully engaged CSOs throughout all phases of NAP development, implementation, and revision.

Civil society partners and media platforms can broaden the reach to local communities and spread awareness of WPS in different languages. In Nigeria, media outlets collaborated with civil society, government, and donor organizations to spread awareness of the current NAP’s existence and objectives. The pairing of media outreach and implementation efforts on the second NAP helped to share the changes that traditional leaders were making in their governance structures to include women. Although in the past women could not serve or have a voice in traditional councils, advocacy and NAP awareness and implementation helped to advocate for the inclusion of more women into these councils. The women in these councils are also using the media to spread their messages through television and radio interviews.

In the Philippines, civil society actors played a critical leadership role in NAP development, implementation, and monitoring. A civil society group, known as Women Engaged in Action on the Implementation of UNSCR 1325 or “WEAct 1325,” was formed to provide guidance on, and hold the government accountable for, the development and implementation of the NAP. Civil society initiated NAP development and funded the first NAP consultation. They advocated for Office of the Presidential Adviser on the Peace Process (OPAPP) to take on coordination of the NAP, which OPAPP agreed to do. OPAPP formed a Steering Committee composed of various government agencies and held regular consultations with WEAct 1325, some of which were OPAPP funded.
During the **Implement and Monitor Phase**, the NAP is brought to life through cross-governmental collaboration and action. The implementation process is guided by each country’s unique context, objectives, and timelines, as identified throughout the Design and Collaborate Phase.

The **objectives** of the Implement and Monitor Phase are to:

- Implement the NAP at the national, regional, and local levels
- Monitor implementation efforts throughout the NAP lifecycle
- Report progress at regular intervals to internal and external audiences
- Track budget expenditures related to the NAP
- Hold knowledge-building events to raise awareness of the NAP and train implementers on monitoring implementation

**SUMMARY OF PHASE ACTIVITIES**

Phase 3 includes the following actions:
WHY: During this phase, the government departments or ministries responsible for leading activities related to a NAP objective begin activities. The NAP Team, or a new oversight body, can oversee implementation activities and serve as a primary resource to assist implementers with questions and concerns regarding NAP implementation. Designating WPS focal points across all relevant government ministries will enhance effectiveness, momentum, and accountability.

QUESTIONS TO CONSIDER

• What role will the NAP Team, or another oversight entity, have in NAP implementation? How will the government as a whole be responsible for NAP implementation?

• How can implementation activities help raise NAP awareness?

• Which activities identified in Phase 2 require policy action first? Will priorities be addressed sequentially and/or simultaneously for maximum impact?

• What funding or budgets are available for implementation?

• Which stakeholders from Phase 1 and Phase 2 are necessary for implementation?

• What mechanism(s) need to be established to coordinate NAP implementation at an institutional level (e.g., does each ministry develop an implementation plan)?

• How are local actors, including civil society, translating the NAP into action at the sub-national or municipal levels?

• Are accountability mechanisms and reporting structures in place? How can civil society stay apprised of progress?

• Do existing structures or tools exist to communicate NAP objectives and facilitate outreach to implementing parties, or do they need to be created?
HOW: Upon completion of the NAP document, the government can consider formally launching NAP implementation through the following efforts:

1. Engage government actors who are assigned NAP activities
As discussed in Phase 2, a NAP has policy and program priorities assigned to a department or ministry with expertise in the subject (e.g., the Ministry of Defense would likely lead integration of women into the armed forces). The purpose of this outreach is to increase support for NAP objectives associated with each department or ministry, and to collect ideas from ministry leadership on how to implement these objectives.

2. Raise internal and public awareness of the NAP
Raising awareness of the NAP and its objectives internally within the government, domestically, and internationally will help publicize the NAP, signal political leadership, and build momentum. Campaigns or other activities such as announcements at the UN, speeches, events and town halls, and other forms of outreach beyond the capital can include representatives from the public, government, and business community.

3. Identify if additional stakeholders need to be reached
Like NAP development, implementation should be inclusive and collaborative. It may require engaging a broader array of stakeholders.

4. Implement and monitor
Over time, maintaining frequent communication through periodic workshops, reporting meetings, or other convening mechanisms will aid in sharing knowledge, identifying challenges and lessons, and adapting action.

Communications and Outreach: Review the plan created in Phase 1 to assess how to engage stakeholders and the public. What messaging tools and communications products need to be created to successfully implement the NAP? For example, if youth outreach is a major component of the plan, what in-person and online actions are needed to reach youth?
**MONITOR NAP PROGRESS**

**WHY:** The M&E plan monitors success throughout the implementation cycle. Continuous monitoring of NAP progress will assist in evaluating whether the NAP achieved its objectives.

**QUESTIONS TO CONSIDER**

- How will monitoring take place, and how can data be used to demonstrate progress (e.g., annual activity plans could incorporate indicators)? Will unique infrastructure (e.g., databases) be needed to facilitate creation and dissemination of data?

- Do individuals and entities responsible for monitoring the NAP process understand their roles, responsibilities, and timeframes? What training do these individuals and entities need to monitor progress?

- How would baseline, mid-term, and final evaluations support your impact evaluation overall?

- Does civil society have a role in monitoring implementation, such as tracking progress independently? Are there official channels to communicate progress with civil society and the public?

**Lessons Learned:** Collecting lessons over a three-, four-, or five-year period can seem daunting, and stakeholders from various institutions may change over time. Collecting lessons is a continual process of learning that will benefit both current and future efforts. A centralized database to store lessons learned, as mentioned in Phase 1, helps preserve and share lessons at the end of the NAP lifecycle. All stakeholders can benefit from learning about what went well and what can be improved.
HOW: Revisit the M&E plan and consider the following actions:

1. Conduct baseline evaluation
A baseline evaluation is an assessment of the “current state” of issues and indicators identified in the NAP and the M&E plan (e.g., women’s participation in security discussions, rates of GBV). Without this baseline information, it is difficult to assess progress over time. To conduct a baseline evaluation, collect quantitative and qualitative data related to the M&E indicators. If a NAP objective is to increase women’s presence in the security sector, for instance, the baseline might capture the number of women in the police and military, at what levels, and data related to human resources policies or discrimination impacting women.

2. Collect data
The M&E plan provides how the data will be collected and at what frequency. Determine whether data is being collected on these indicators, and if not, how to address this data gap.

3. Monitor data
The government should periodically review the data it collects to determine if any adjustments to the M&E plan should be made. Using data can inform broader decision making about WPS and creates an opportunity to adapt to unforeseen circumstances.

4. Conduct mid-term evaluation
The mid-term evaluation is conducted halfway between the beginning and end of the NAP lifecycle (e.g., year two of a four-year NAP). The mid-term evaluation helps maintain accountability throughout the implementation period and highlight current progress.

5. Produce periodic status reports
Many governments conduct periodic reporting every year as an additional accountability mechanism. Reports can contain information including, but not limited to: updates on individual departments’ or ministries’ initiatives; successes and challenges; highlights of impactful cross-governmental collaboration; information on geographic location of programs; data on any notable changes (e.g., percentage change of women’s representation in parliament); and information on ongoing initiatives (e.g., revising GBV policies to support survivors).

To encourage transparency, status reports should be made public when possible. Ensuring that high-level government officials, including legislative representatives, have access to such information ensures accountability and can sustain interest among champions. Consider leveraging regular international reporting obligations, such as those connected with multilateral fora or treaty requirements.
**WHY:** As highlighted in Phase 2, a dedicated budget guides how funding will be managed over the life of a NAP effort. Tracking these budgets helps to: (1) understand how funds are being allocated and if they directly correspond with NAP objectives, and (2) determine if funding should be reallocated as a result of implementation successes and challenges.

**QUESTIONS TO CONSIDER**

- How flexible is your budget? If necessary, is it possible to reallocate resources to different initiatives?
- Do pre-existing efforts that monitor budgets also track NAP-related expenditures? If not, is it possible to mainstream a NAP-related tracker into budget systems?
- How are you managing expectations on NAP implementation from senior officials and outside entities?
- How is the government actively and creatively seeking additional funds for NAP implementation?

**HOW:** To assess the impact of allocated NAP funds, consider the following action:

1. **Track expenditures related to the NAP**
   Funding allocations should be carefully tracked. Collecting detailed information will ensure accountability and transparency, while also monitoring momentum and identifying areas for any necessary course corrections. This information includes the nature of the funds (activity cost vs. core funding), expenditure amounts, number of disbursements, program names and objectives, and periodic reports received from any funded entities.
**WHY:** After the NAP is developed, a broad group of personnel will need to accept responsibility in order to produce action and results. Training and outreach to relevant departments and ministries is essential to raise awareness and increase buy-in. In-depth, customized, and targeted training will answer questions related to the NAP mandate and provide tools for effective and sustainable implementation.

**QUESTIONS TO CONSIDER**

- Can the NAP’s launch be used to raise awareness in each implementing ministry or department?
- How can outreach on the NAP’s objectives be tailored to the mission, interests, and resources of each relevant ministry and department?
- What are the different training needs for each ministry or department authorized to implement the NAP, and who is responsible for addressing them through training?
- What is the ultimate goal of outreach and training (e.g., socialize NAP, increase buy-in, train implementers, provide guidance on timelines)? How do you customize the training based on that goal?
- Does each ministry have an educational staff that develops internal and external trainings? Are resources available (e.g., staff, funding, infrastructure) for full implementation of training objectives? If not, do you have a secondary option?
- How will CSOs support or lead training initiatives?
- How will trainings, learning opportunities, and outreach events be incorporated throughout the entire NAP lifecycle?
**How:** To create relevant and impactful trainings, consider the following actions:

1. **Build a common message**
   By developing common messaging, stakeholders can undertake individual outreach on the NAP, ensure consistency of NAP interpretation, and increase the speed of implementation.

2. **Determine what training events are needed**
   Reference the stakeholder analysis conducted in **Phase 1** to assess which stakeholders need to be engaged, and at what level, to continue interest in the NAP. For example, consider how to train civil society and government implementers on monitoring and collecting data.

3. **Create customized training for various stakeholder groups**
   The need to tailor a training depends on the target audience and available resources. For example, policy leaders and budget analysts will have different training needs. Assess these considerations early on to create customized programs that respond to the needs and perspectives of a target audience.

**Best Practice:** The WPS agenda requires action from governments, civil society, and even the private sector. However, making the NAP relatable to all actors can be a challenge. Use straightforward language and emphasize why and how. **Why** is the NAP relevant to me, and **how** can I be involved? When drafting a NAP, it may be helpful to consult other countries’ NAPs to see how they are structured and written.
Localization is the process of incorporating national NAP objectives into a country’s local contexts (e.g., municipalities, directorates, and villages). Localizing the NAP helps build local-level action around implementation because communities understand how the NAP is relevant to their lives. Building NAP action into local governance, operations, policies, and programs means that process can take many forms. Localizing action has become a key NAP implementation strategy in many parts of the world.

The Government of Bosnia and Herzegovina imbued its NAP with a human security focus. This effort created a people-centered design for WPS that translated into community-level change. To focus on individual safety of citizens throughout the country, the Agency for Gender Equality, local government, and civil society actors collaborated to create Local Action Plans (LAPs) on Women, Peace, and Security. This effort included community-level baseline assessments of security from a gender perspective to identify key issues within each community. The Agency hosted trainings and workshops, provided technical services, and liaised with local government officials and civil society. The LAPs focused on issues specific to each community, such as economic insecurity, GBV, legal protections, environmental concerns, and infrastructure. As of 2017, nine LAPs were developed or in development, and five LAPs were adopted by local authorities or government. While the LAPs have faced some implementation challenges due to lack of capacity, knowledge, and financial resources, the Agency continues to collaborate with national officials and international donors to overcome these barriers.

The Philippines has many successful examples of localization led by communities. The efforts by CSOs have increased awareness of localization programs within the country. A national civil society network, WEAct 1325, sends virtual updates on local NAP implementation to local and national government officials and engages them directly through knowledge sharing sessions. Localization workshops integrated NAP objectives into traditional governance structures. For example, the Global Network of Women Peace-builders (GNWP), an international CSO, held NAP localization workshops in local communities. In one community, the localization workshop brought women into the Bodong, a traditional peace and justice council historically comprised of men. This shift increased the number of women reporting cases of violence to the Bodong.
COUNTRY SNAPSHOTS

ACCOUNTABILITY MECHANISMS

Australia

Australia has an active civil society that seeks to hold the government accountable for the NAP implementation process. On an annual basis, the Civil Society Coalition conducts a dialogue with members of relevant government agencies responsible for NAP implementation, NGOs, academics, and other interested organizations. Following the dialogue, the consortium releases a publicly available report, which assesses Australia’s commitment to and progress on the WPS agenda. Government representatives have found the report helpful, as it provides constructive recommendations on government actions.

United States

In 2017, the United States became the first country in the world to enact comprehensive WPS legislation. The law included robust accountability mechanisms, such as the requirement for an M&E plan, as part of a new U.S. Women, Peace, and Security Strategy—or NAP—as well as periodic reporting to the U.S. Congress.
PHASE 4 DESCRIPTION

The **Review and Revise Phase** involves reviewing the progress of NAP objectives, determining what gaps still remain, and synthesizing lessons learned.

The **objectives** of the Review and Revise Phase are to:

- Formally assess NAP progress and any challenges that may have hindered efforts
- Communicate lessons learned to a broad range of stakeholders and the public
- Assess next steps for the NAP revision process
- Kick off the development of a new NAP or the update of the pre-existing NAP

**SUMMARY OF PHASE ACTIVITIES**

Phase 4 includes the following actions:

- Evaluate
- Collect lessons
- Outline steps for revision
- Draft or revise
CONDUCT INDEPENDENT FINAL EVALUATION OF IMPLEMENTATION

WHY: A final NAP evaluation reviews the indicators that were defined in the M&E plan, with the objective of determining how much progress has been made since the baseline. The scope of the evaluation should include an objective review of NAP successes, challenges, and opportunities.

QUESTIONS TO CONSIDER

- Who will assess progress (e.g. using baseline, mid-term, and final evaluations)?
- How will each relevant ministry or department review its NAP efforts and coordinate with others to communicate and track success and best practices?
- Will individuals or organizations responsible for assessments have access to monitoring data?
- How will you ensure the quality and independence of evaluations?
- How will evaluators connect with women and communities impacted by security issues, as well as NAP implementers?
- Did you achieve your objectives and was progress made?
- What successes occurred? What factors prevented success in particular objectives?
- How will you communicate these successes and challenges to relevant stakeholders to encourage continued progress?

Best Practice: Being open to an evaluator’s findings is important for building a results-focused NAP. No effort is perfect, but new efforts can reflect improvements and adaptations. Building knowledge on what worked, and what did not, will benefit WPS implementation overall.
**HOW:** Upon nearing the end of the NAP cycle, the NAP Team can consider the suggested actions to undertake an independent final evaluation:

1. **Identify an independent evaluator(s)**
   Select an independent entity to provide an objective review. The entity could be an individual, a non-NAP affiliated government unit, a CSO or external organization, or a private sector expert.

2. **Determine who will oversee the final evaluation**
   The evaluator should have clear communication channels with the appropriate point of contact from the NAP Team, which will be responsible for direct oversight of the evaluation timeline and process.

3. **Determine the scope of the evaluation**
   Depending on time and resources, governments can determine if they want to analyze all or specific indicators from the M&E plan. Components of an evaluation can include: the process of developing the NAP, the mechanisms for implementation, resource gaps, and impact. Consulting civil society and other stakeholders help determine the scope.

4. **Conduct evaluation**
   Provide the independent evaluator(s) with data that has been collected as a result of M&E efforts, such as baseline and mid-term evaluations. Some data may exist at ministry or department levels and require coordination with focal points across government. In some cases, each ministry might prefer to conduct its own appraisal as part of a broader national evaluation.

5. **Develop evaluation report**
   The output of the evaluation will be a consolidated report with findings and recommendations on NAP progress. Evaluators should provide raw data analysis, and information on methodology, assessment limitations, and data sources.

6. **Review the evaluation findings, and assess action for next NAP**
   The evaluator’s findings and recommendations can inform the next iteration of the NAP. When paired with other data sources, such as CSO recommendations, overall findings will reflect diverse perspectives while ensuring a commitment to accountability.
COLLECT AND COLLATE LESSONS LEARNED FOR KNOWLEDGE SHARING

WHY: At this stage of the NAP, collating and reviewing lessons learned is an opportunity to inform the next NAP, communicate success, and identify opportunities for adaptation and improvement.

QUESTIONS TO CONSIDER

- Was the timeline to implement the NAP and monitor success sufficient? Was it too short or too long?
- What lessons are relevant to ensure internal learning and improvements in NAP implementation?
- What impacts will you highlight to stakeholders with different motivations, such as government leaders, civil society and the public, and the international community?
- Did the early stages of NAP development affect the final impact? Were lessons from the development process included in the review (e.g. in a report or a database)?
- How will you disseminate lessons and best practices, and engage relevant stakeholders in knowledge sharing and building?

HOW: To develop and disseminate lessons learned, consider the following efforts to create a lessons learned synthesis document:

1. Determine what information can be shared publicly
   Consult the centralized repository where the NAP Team has been collecting lessons learned (as suggested in Phase 1). Some information collected during Phase 1, Phase 2, and Phase 3 may be sensitive. Assess what can be shared and if any approvals are needed to do so.

2. Draft and disseminate a report
   Outreach to the public showcases impact, lessons learned, and success. Making the report available to a wide audience ensures the international community, the public, and especially civil society understand NAP impact. Outreach can take many forms, such as speeches and public events, posting a report online, dialogues with civil society, and international dialogue such as announcements in multilateral bodies, such as the UN.
DETERMINE NEXT STEPS FOR NAP REVISION EFFORT

**WHY:** As the designated NAP timeframe comes to a close, stakeholders can use evaluations and lessons learned to determine next steps. This information will help making a decision about creating a new NAP or updating the existing NAP. In either scenario, a formal “next steps” plan will keep up momentum, enthusiasm, and support for the process.

**QUESTIONS TO CONSIDER**

- From previous NAP planning processes, what actions are still relevant? Do you need to repeat any actions to capture changing circumstances, challenges, or new stakeholders?
- What is the appropriate timeline for the next NAP cycle, considering current or upcoming key events (e.g., constitutional reviews, election cycles)?
- What are the emerging WPS issues that warrant a new or extended NAP?
- How can you use the lessons learned from previous NAP experiences?

**Communications and Outreach:** Disseminating the report in different ways will broaden reach. Try to target relevant stakeholders and the public through methods that would best reach them (e.g., website, targeted launch events, social media).
**HOW:** To begin to undertake the NAP update or revision process, consider the following:

1. **Determine the process for revision**
   By convening stakeholders, coordinators begin a dialogue about revising a previous NAP or releasing a new one, and then decide on a plan. A new NAP requires crafting new objectives, timelines, and policy priorities. A NAP revision could retain portions of the previous NAP, with updates that respond to lessons learned, emerging security challenges, or new objectives. The findings of the evaluation and public report can be used to determine priorities for a revision.

2. **Update the stakeholder analysis**
   The stakeholder analysis created in Phase 1 provides insights about who should be informed and engaged in NAP development. Updating the analysis can reveal changes in stakeholders, champions, and partners for a new NAP. For example, an individual with low influence who moved to an influential role in a relevant ministry will now be an essential stakeholder.

3. **Determine if roles and responsibilities should be adjusted**
   Lessons learned will inform the composition of the NAP Team, and make improvements based on past performance and success.

4. **Update communications plan**
   The communications plan developed in Phase 1 incorporated actions for each stage of NAP implementation. Since the environment and audiences are likely to shift over time, review the communications plan to determine which elements are still relevant. Update the plan if some elements are outdated (e.g., a new social media platform can be harnessed for outreach).

**Lessons Learned:** Refer to the previous phases for suggestions on leading practices related to collecting and collating lessons learned. At this stage in the NAP process, such data can help build the case for a new or revised NAP.
DRAFT A REVISED NAP (EITHER BY UPDATING OR CREATING A NEW ONE)

**WHY:** A formal launch signals the start of the new NAP development process. This milestone, similar to the launch in Phase 1, will mark the beginning of the revision effort, reset roles and responsibilities, and facilitate momentum for the next iteration of the NAP.

**QUESTIONS TO CONSIDER**

- What do you hope to accomplish with a new or revised NAP?
- Which stakeholders will be important to accomplishing these objectives?
- What actions can you take to build and maintain the same enthusiasm for the NAP development process as the first round?
- What areas in the previous NAP lacked interest from stakeholders, or were not fully implemented?

**HOW:** To begin to draft a new NAP, consider the following actions:

1. **Update stakeholders, and build/grow coalitions for success**
   Updating stakeholders on NAP implementation and lessons will maintain momentum for the NAP revision or update. Using an updated stakeholder analysis, review and assess what stakeholder coalitions are needed to move the NAP revision process forward.

2. **Update environmental analysis**
   As discussed in Phase 1, an environmental analysis is a review of the current status of an issue, including how it is currently viewed by government and CSOs, what information is available on it, and what actions have recently occurred. An updated environmental analysis will determine what has changed in terms of WPS perception, information, and action.

3. **Review lessons learned to inform next design stage**
   Refer back to historical lessons from the previous NAP plan, design, and implementation process to understand how those inform future efforts.

4. **Identify senior champions**
   Senior leadership is important to revitalizing interest in WPS among stakeholders, and can offer an important contribution to maintaining or reinvigorating political will.
A country’s first NAP may be greeted with excitement and celebration, yet it can be difficult to maintain this enthusiasm during subsequent NAP revisions. Challenges to momentum vary by individual and country. Keeping key stakeholders interested and involved in the NAP development and implementation process is important for a successful revision.

Broadening outreach to stakeholders and voices can build new constituencies for the NAP revision. During Nigeria’s second NAP development process, additional resources enabled consultations with a wide range of stakeholders from all 36 states. As a federal system, Nigeria’s 36 states each have the responsibility to translate the NAP into a state-level action plan and prioritize the NAP’s pillars based on their local context. Stakeholder consultations included local government officials, religious leaders, and CSOs. These groups and individuals were eager and excited to participate in national policy creation, and provided feedback on the proposed pillars and other content. This feedback was incorporated into the document prior to finalization, and helped create a successful NAP through the collation of diverse perspectives. As a result, Nigeria’s second NAP incorporated new and emerging issues – such as countering violent extremism (CVE), crisis management, and post-conflict reconstruction and recovery. The second NAP also included a monitoring framework to track implementation and results.

A method to maintain enthusiasm for the NAP revision is to connect the document to a high-profile national event. This could include launching the revised NAP at the event. For the 2016 revision of its NAP, the United States tied the launch to the United State of Women Summit, an event convened by the President. The impending deadline created motivation and enthusiasm for drafting, update, and approval processes. It also created accountability for timely participation in the NAP revision, as stakeholders were aware that the document had to be finalized before the summit.
Country contexts and situations can dramatically shift over time. NAPs can be developed and revised to address these shifts and incorporate emerging issues, as needed.

Jordan revised its initial NAP draft to incorporate gender-sensitive responses to issues of rising importance to the country, including increased refugee flows and CVE. Mindful that women play important roles in preventing youth recruitment into extremist groups, Jordan was inspired to incorporate CVE after bilateral interactions with countries in the Middle East region that experienced similar challenges with regard to violent extremism.
ADDITIONAL RESOURCES FOR EACH PHASE

**PHASE 1**

- **WPS Sourcebook: Plan on Women, Peace, and Security [UN Women]:** Provides useful framing on the importance of NAPs and methodologies on further integrating WPS agenda into government priority areas.
- **Securing Equality, Engendering Peace [UN-INSTRAW]:** A guide to policy and planning on WPS (UNSCR 1325), and on practical NAP development.

**PHASE 2**

- **Overview of What Matters Most: Measuring Plans for Inclusive Security [Inclusive Security]:** This is an M&E guide that focuses on measuring impact of NAPs and knowledge sharing.
- **Financing for the Implementation of National Action Plans on UN Security Council Resolution 1325 [Cortaid, GNWP, UN Women]:** This publication explores the financing landscape for implementing UNSCR 1325 with a focus on NAPs, and on some of the challenges and obstacles that persist.
- **Briefing paper: Financing and resource allocation for resolutions on women, peace and security [Gender Action for Peace and Security-UK]:** This paper makes recommendations for the financing and resourcing of women, peace and security activity at regional and national levels to national governments, multi-lateral agencies and civil society.
- **What Women Want: Planning and Financing for Gender-Responsive Peacebuilding [UN Women]:** This paper addresses a range of questions on financing for gender equality in post-conflict settings. It presents findings from several studies conducted by UN Women on the extent to which women’s needs and issues are addressed in post-conflict planning frameworks.
ADDITIONAL RESOURCES FOR EACH PHASE

PHASE 3

- **What Matters Most: Measuring Plans for Inclusive Security [Inclusive Security]:** This resource provides insights and resources for M&E during NAP implementation.
- **Preventing Conflict, Transforming Justice, Securing the Peace: A global study on the implementation of UNSCR 1325 [UN Women]:** This study provides insights and takeaways on NAP monitoring based on best practices from pre-existing NAPs.
- **Implementing Locally, Inspiring Globally: Localizing UNSCR 1325 in Colombia, Nepal, the Philippines, Sierra Leone, and Uganda [GNWP]:** This publication focuses particularly on GNWP's Localization of UNSCR 1325 and 1820 program, which translates the rhetoric of the women and peace and security resolutions into actions that make a difference in the lives of women, men, girls and boys in conflict-affected communities in Colombia, Nepal, the Philippines, Sierra Leone and Uganda.

PHASE 4

- **Recommendations for Reviewing and Revising National Action Plans on Women, Peace, and Security [Inclusive Security]:** This recommendation list of best practices related to reviewing and revising NAPs will provide helpful perspectives and considerations on NAP revision processes.
The Roadmap is the result of an inclusive drafting process that incorporated extensive consultations with experts in the Women, Peace, and Security community, in addition to insights from the wide range of existing literature on the theory and implementation of the Women, Peace, and Security agenda. The contributions of many individuals who provided knowledge, expertise, and time were essential to the development of this Roadmap.

In particular, such efforts included the provision expertise, review, authorship, and/or editing portions of this document. These individuals include (in alphabetical order): Mireille Affa’a-Mindzie (UN Women), Kika Babic-Svetlin (Gender Equality Agency of the Ministry of Human Rights and Refuge, Bosnia and Herzegovina), Mavic Cabrera Balleza (Global Network of Women Peacebuilders), Sahana Dharmapuri (Our Secure Future: Women Make the Difference, One Earth Future), Marcela Donadio (RESDAL), Lic. Natalia Escoffier (Ministry of Defense of Argentina), Renata Avelar Giannini (Igarape Institute), Jennifer Hawkins (USAID), Njeri Karuru (UN Women), Helen Kezie-Nwoha (Isis-Women's International Cross Cultural Exchange), Zarina Khan (Gender Action for Peace and Security), Carla Koppell (formerly U.S. Institute of Peace), Kathleen Kuehnast (U.S. Institute of Peace), Blake Peterson (U.S. Department of State), Emmicki Roos (1325 Policy Group), Ann-Sofie Stude (Ministry for Foreign Affairs of Finland),) Lic. Carolina Urtea (Ministry of Defense of Argentina), Commander Jennifer Wittwer, CSM, RAN (UN Women Headquarters, New York, Angelic Young (formerly Inclusive Security), and representatives from the Australian Government, and Chile’s Ministry of National Defense and the National Women’s Institute of Argentina. Experts participated in the Roadmap’s development in a personal capacity. Their participation does not indicate endorsement of this Roadmap.
National Action Plans on Women, Peace, and Security (NAPs) are powerful tools to create dialogue on women, peace, and security, and strengthen collaboration among stakeholders in government, civil society organizations, donors, academia, local communities, and the private sector on security issues.