



IMPLEMENTATION OF
UNSCR 1325 –
WOMEN, PEACE AND SECURITY
AND ITS ACCOMPANYING RESOLUTIONS
AT NATIONAL LEVEL

Podgorica, February 2024







CONTENT



INTRODUCTION

2

IMPLEMENTATION OF UNSCR 1325 AT NATIONAL LEVEL

Main achievements in implementation of first
NAP for UNSCR 1325 for period 2017-2018

Main achievements in implementation of second
NAP for UNSCR 1325 for 2019-2022

3

STRATEGY FOR THE IMPLEMENTATION OF THE UNITED NATION SECURITY COUNCIL RESOLUTION 1325 - WOMEN, PEACE AND SECURITY AND ACCOMPANYING RESOLUTIONS 2024-2027, WITH THE ACTION PLAN FOR THE PERIOD 2024-2025



LIST OF ACRONYMS

MoD	Ministry of Defense
AFM	Armed Forces of Montenegro
MoI	Ministry of the Interior
MFA	Ministry of Foreign Affairs
NSA	National Security Agency
PD	Police Directorate
RCD	Revenue and Customs Directorate
UNDP	United Nations Development Programme
SEESAC	Centre for the Control of Small Arms and Light Weapons for Southeast and Eastern Europe
NATO	North Atlantic Treaty Organization
UN	United Nations
PMP	Professional military personnel
IWG	Intersectorial Working Group for Development and Monitoring the implementation of strategic document regarding to UNSCR 1325 - Women, peace and security
DCAF	Geneva Center for Security Sector Governance
UNSCR	United Nations Security Council Resolution



1 - INTRODUCTION

The United Nations Security Council adopted Resolution 1325 on Women, Peace and Security (hereinafter: UNSCR 1325) on 31st October 2000. The resolution confirms the important role of women in conflict prevention and resolution, peace negotiations, peace building and preservation, humanitarian responses and post-conflict reconstruction, and emphasizes the importance of their equal participation and full inclusion in all efforts to maintain and promote peace and security.¹

In addition to calling on all actors to include a gender perspective in all segments of achieving the abovementioned goals, this resolution calls on the parties in the conflict to take the necessary measures in order to protect women and girls from gender-based violence, sexual harassment and abuse in armed conflicts.

To achieve its goals, UNSCR 1325 is based on four pillars:



¹ Office of the Special Adviser on Gender, Landmark resolution on Women, Peace and Security. Unos: <https://www.un.org/womenwatch/osagi/wps/>

² United Nations official site, Peace Is Synonymous With Women's Rights. Unos na: <https://www.un.org/en/un-chronicle/peace-synonymous-women%E2%80%99s-rights>



The importance of UNSCR 1325 is also reflected in the adoption of accompanying resolutions, namely:

R SBUN 1820 (2008)

This resolution deals with the issue of sexual violence in conflict and post-conflict situations. It recognizes conflict-related sexual violence (CRSV) as a tactic of war and says that rape and other forms of sexual violence can constitute a war crime, a crime against humanity or a constitutive act with respect to genocide.

R SBUN 1888 (2009)

It defines concrete measures for the implementation of the previous resolution, especially focusing on the protection of women and girls from sexual violence in armed conflicts. It requires the appointment of a special representative to the Secretary General, as well as the formation of expert teams, which would operate within the framework of the UN in the field.

R SBUN 1889 (2009)

It emphasizes the protection of women and girls in post-conflict situations. It calls for additional measures to increase women's participation in all phases: conflict resolution, post-conflict planning and peace building, including political and economic decision-making.

R SBUN 1960 (2010)

It focuses on ending impunity for perpetrators of sexual violence and establishing a monitoring, analysis and reporting arrangement in this regard.

R SBUN 2106 (2013)

It notes the slow progress in the implementation of important aspects of UNSCR 1960 and calls for effective measures to be taken in processing and responding to cases of sexual violence, which would significantly contribute to the maintenance of international peace and security. It recognizes that men and boys can also be victims of conflict-related sexual violence.

R SBUN 2122 (2013)

It calls for continuous implementation of UNSCR 1325 and national action plans, as well as improvement of the system of coordination, monitoring and evaluation. It links the empowerment of women and gender equality with the maintenance of peace and security. It emphasizes female leadership and greater participation of women in

**R SBUN 2242
(2015)**

It points out the participation of women as a central component to solving challenges in the global context, including the rise of violent extremism, climate change and large numbers of refugees. It also states the importance of including gender analysis and gender expertise in all phases of mission planning of UN operations.

**R SBUN 2272
(2016)**

It requires the UN Secretary General to replace all military and/or police units of countries whose personnel are the subject of accusations of sexual exploitation and abuse and which have not been properly identified and/or the perpetrators have not been held accountable.

**R SBUN 2467
(2019)**

It emphasizes the importance of eliminating sexual violence from conflicts as well as the connection between women's participation and protection. It refers to the phenomena of sexual violence against men and boys. It focuses on documenting sexual violence in conflict by adopting a victim-centred approach.

**R SBUN 2493
(2019)**

It focuses on women's participation, the role of civil society and increased implementation and financing of the Women's Peace and Security Agenda.

**R SBUN 2538
(2020)**

It is specifically focused on the role of women in peacekeeping forces. Some of the main elements of the resolution refer to the need to increase the number of women, both civilians and military women in missions. It is emphasized that the inclusion of women is of key importance for the effectiveness of peace operations.

Accordingly, UN member states adopt national action plans on the implementation of UNSCR 1325.



In addition to the above-mentioned resolutions, the national action plans that have been adopted so far in Montenegro rely on the principles, priorities and goals recognized by other international documents, namely:

the UN Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Declaration and the Platform for action, the Universal Declaration of Human Rights, the 2030 UN Agenda for Sustainable Development, the EU Gender Equality Strategy 2020-2025, Chapter 31 - Foreign, Security and Defence Policy, NATO Bi-Strategic Command Directive (BI-SCD 40-01), NATO Policy on Preventing and Responding to Sexual Exploitation and Abuse, the NATO Policy on Preventing and Responding to Conflict- Related Sexual Violence, the NATO Policy for Prevention, Management and Combating of Harassment, Bullying and Discrimination in the Workplace, the OSCE Action Plan for the Promotion of Gender Equality (2004) and others. Gender equality, at the national level, is promoted and protected by the Constitution of Montenegro, a whole series of legal and other regulations, as well as public policies and strategies that define the directions of action, priorities and obligations of public authorities and institutions established with the aim of monitoring, promoting and advancing equally participation of women and men in all spheres of public and political life.





2 - IMPLEMENTATION OF UNSCR 1325 AT NATIONAL LEVEL

Implementing the obligations arising from Montenegro's membership in international organizations, primarily in the UN, the Ministry of Defence has, so far, adopted three documents for the implementation of the objectives of UNSCR 1325: first two-years NAP was adopted in 2017, the second four-year NAP was adopted in 2019, and the third which was adopted in 2023, and will refer to the period 2024-2027. In order to implement the second NAP, two two-year implementation programs were adopted, the first in September 2019, with a validity period of 2019-2020 and the second in September 2021, which covered the period 2021-2022.

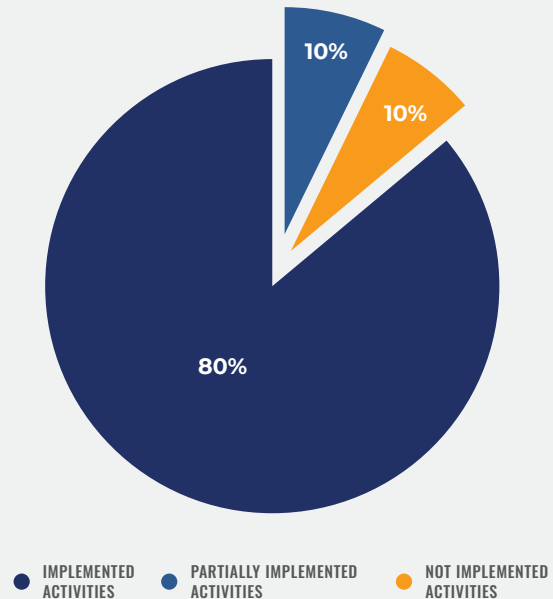
The Methodology of developing policies, drafting and monitoring the implementation of strategic documents envisages that strategic documents that create policies are adopted for a period of no less than four years, followed by action plans that clearly define activities whose implementation contributes to achieving strategic and operational goals. For that reason, instead of the previous national action plans and their implementation programs, the third document has been named the Strategy, which, according to the Methodology, will be implemented through action plans. Therefore, in 2023, the Strategy for Implementation of the United Nations Security Council Resolution 1325 - Women, Peace and Security and accompanying resolutions for the period 2024-2027 with the Action Plan for 2024-2025 was adopted.



2.1 - Main achievements in implementation of first NAP for UNSCR 1325 for period 2017-2018

The first two-year NAP based on three key areas for the implementation of UNSCR 1325³ defined 9 operational goals and 41 activities. It defined measures and activities in order to integrate gender equality into security sector reform at all levels of decision-making processes.

Of the mentioned number of activities, 33 were implemented, which in percentage terms makes up 80%, four were partially implemented (10%), while four (10%) were not implemented.



³ Three key pillars of UNSCR 1325 and its accompanying resolutions: *increasing of women participation in decision making and peace processes; *protection of women and girls in conflict areas; *integration of gender perspective and military education in peace keeping operations



The evaluation findings showed that the implementation of the activities from this document contributed to:

- ☑ Establishing the missing legal framework that was necessary for the implementation of the National Action Plan;
- ☑ conducting several campaigns in different forms (e.g. preparation and distribution of informative material, summer camps for young people, etc.) whose goal was to raise public awareness of security important areas (e.g. prevention of human trafficking, prevention of domestic violence, etc.);
- ☑ increasing the number of women participating in peacekeeping missions and the number of women in leadership positions in the security sector, as well as in international institutions, in ambassadorships and consulates;
- ☑ increasing the number of trainings on gender equality;
- ☑ maintaining gender-sensitive statistics;
- ☑ multisectoral approach in the implementation of the National Action Plan (inclusion of all relevant entities).



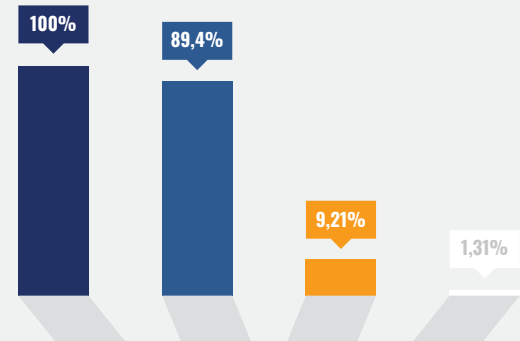
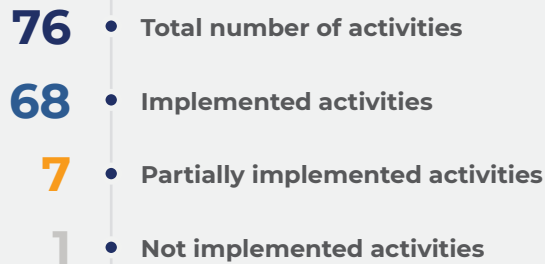
2.2 - Main achievements in implementation of second NAP for UNSCR 1325 for 2019-2022

The second National Action Plan was adopted in 2019, with a validity period of four years, with two Implementation Programs the first 2019-2020 and the second 2021-2022. It continued the implementation of 9 operational goals related to:

- ☑ Strengthening the role of institutional mechanisms for monitoring the application and implementation of NAP for UNSCR 1325 and accompanying resolutions;
- ☑ strengthening the gender perspective through participation in international activities on the implementation of UNSCR 1325 and accompanying resolutions;
- ☑ integration of the gender perspective, including activities on the implementation of UNSCR 1325 and accompanying resolutions in educational programs at all levels, especially those related to gender aspects of human security and peacekeeping in order to integrate the gender perspective and gender education in peace operations;
- ☑ introduction of gender-balanced representation in the activities of the security system;
- ☑ increasing the representation of women in activities and decision-making processes in the security and peace-building sector;
- ☑ raising the level of awareness about gender-based discrimination, gender-based violence and violence against women and establishing effective preventive protection of women and girls from gender-based discrimination, gender-based violence and violence against women;



- ⊙ raising the general public's awareness of the problem of human trafficking and establishing effective preventive protection of women and girls against human trafficking;
- ⊙ improvement of cooperation in area of UNSCR 1325 and related resolutions, and
- ⊙ improving the efficiency of monitoring the implementation of the NAP for the implementation of UNSCR 1325 and accompanying resolutions.



Ukupan prikaz realizacije aktivnosti za period 2019-2022.

When it comes to the overall implementation of activities for the four-year period 2019-2022 out of a total of 76 planned activities from two implementation programs, 68 or **89.47%** of activities were fully implemented, 7 were partially implemented (**9.21%**), while 1 activity was not implemented (**1.31%**). The fact that, around **90%** of the activities were implemented represents a significant success in four years.



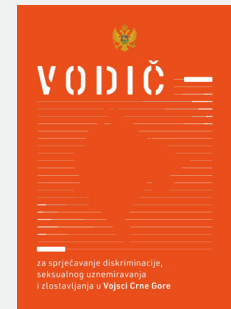
The key achievements that contributed to the successful implementation of the gender equality policy in the previous four-year period are:

Adoption of internal guidelines, plans and analyzes in order to improve gender equality policy

The Ministry of Defence has developed Guidelines for reporting on the implementation of activities from NAPs in order to provide more efficient reporting to all stakeholders, for the purposes of preparing annual and final reports on the implementation of the strategic document, which is an obligation stipulated by the Government's Methodology. In addition to this, the Ministry of Defence has developed Guidelines for gender-sensitive reporting, which contribute to more efficient management of gender-based statistics within the Ministry and the Armed Forces.

- ⊙ Annual plans for the implementation of the gender equality policy in security sector institutions are being adopted.
- ⊙ Annual gender analyses in the field of human resource management are being drafted.
- ⊙ Analysis on average period spent in military ranks by gender was drafted previously as well as the assessment of previous and the need for new gender trainings.

In order to influence the effective response and suppression of gender-based discrimination, as well as the creation of a safe and friendly working environment in which human dignity and integrity are respected and treated as the highest common values, a Guide for the prevention of discrimination, sexual harassment and abuse in the Armed Forces was prepared. The Guide has been distributed to all units of the Armed Forces of Montenegro. ⁴





Participation of women in international missions and operations

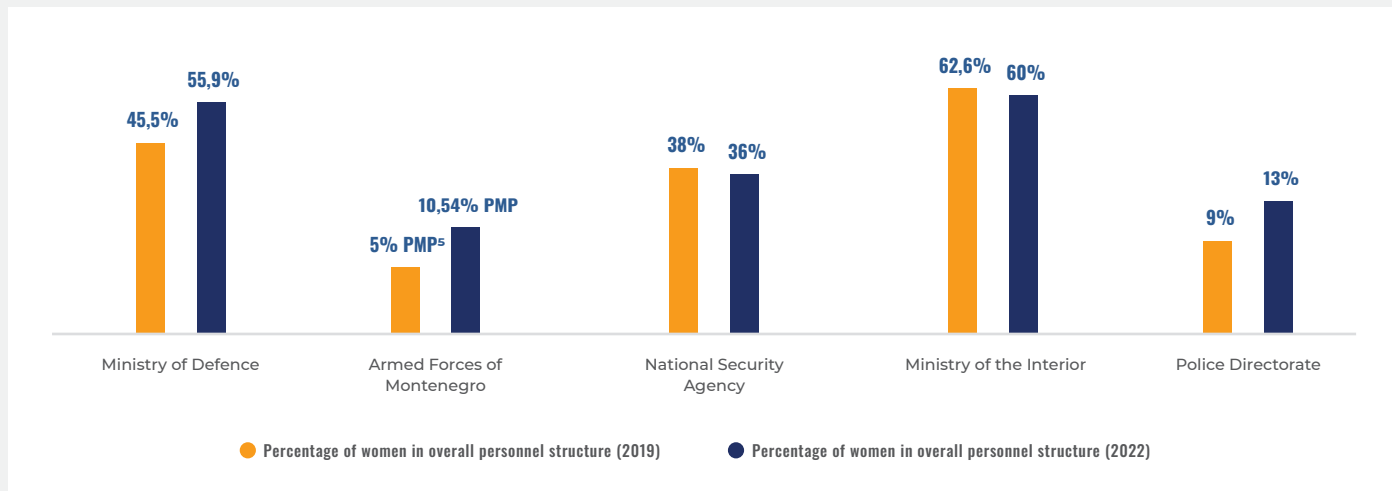
Undertaking numerous promotional activities within the involved parties led to a significant increase in women's interest in participating in international missions and operations. The very fact that, in 2018, only nine women from the Armed Forces of Montenegro participated in one of the peacekeeping missions, while 28 participated during the implementation of the second Action Plan, indicates significant progress in meeting the set indicators. It can be considered as a great success that during implementation of the second NAP, women participated in all AFM missions, namely: RS Afghanistan, ATALANTA Somalia, MINURSO Western Sahara and the NATO mission in Kosovo. Also, four members of the Police Directorate, in the reporting period, participated in the mission in Cyprus.



Lt. Col. Sanja Pejović was appointed as an advisor for gender perspectives at the Supreme Headquarters Allied Powers Europe (SHAPE), and received the prestigious award of the Supreme Allied Commander in Europe (SACEUR), called the "SACEUR Recognition Award". This is an award that is given to military and civilian persons who, during their work in NATO commands, stood out for their commitment, work and achieved results.



Representation of women in the security sector



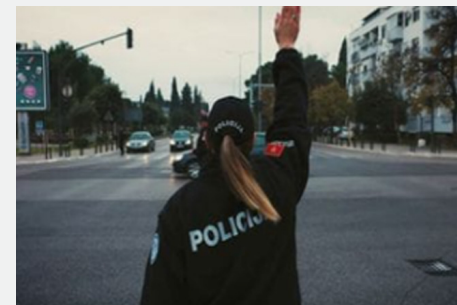
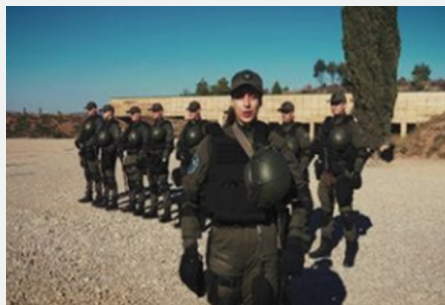
It is important to point out that in the composition of members of all selection commissions formed in 2021 and 2022 in the MoD, at least one woman was appointed. Thus, eight commissions were formed, in which the percentage of women ranges from 20% to 60%. The aim of this approach is to achieve greater gender awareness and the practice of equal opportunities, in various selection processes, which concern the representation of women in the overall personnel structure, their promotions, educations, trainings, etc.



The OSCE Mission in Montenegro, in cooperation with the Police Directorate, implemented a series of activities related to the promotion of police profession, with a special focus on female police officers, with the aim of increasing the awareness of both employees and citizens about the importance of women's participation in the Police Directorate, as well as increasing their representation from 9% to 13%. A brochures and a posters were created in order to provide practical information about police profession, police training and employment in the police. Six 30-second videos were recorded, which promote a positive image of female police officers and portray the police profession as an attractive and desirable job opportunity for women.



Police officers, men and women, from the public order and peace, traffic, border, criminal and special police units, as well as academics of the Police Academy, actively participated in the filming of this promotional material, thus making a personal and professional contribution to the realization of this activity.



Police Directorate Personnel ⁶



Research has shown that the equal participation of men and women in the performance of police work contributes to increasing the professionalism and trust of citizens in the police, as well as that the modern police should respect the principles of gender equality and reflect the society it serves, which is why the Police Directorate pays special attention to this topic. The most significant activities implemented by the Police Directorate, refers to:

- ⊙ Educational classes held during the campaign for high school graduates in order to promote police profession, appearances by police officers on national and local TV stations, and other similar activities. This resulted in the largest number of women enrolled in the Police Academy since its establishment - 38%;
- ⊙ continuous undertaking of measures in order to improve gender equality policy;
- ⊙ based on the analysis of citizens' and police officers perception on gender equality in the Police Directorate, and in cooperation with international experts, Plan of activity for increasing the number of women police officer's, has drafted.



Institutional mechanisms for more successful implementation of gender equality policy in security institutions

MINISTRY OF DEFENCE / ARMED FORCES OF MONTENEGRO

Coordinator for gender equality in the MoD

Two civil servants who participate in gender equality activities

Advisor to the Chief of the General Staff for gender equality

16 certified gender instructors

Nine focal points in the units of the AFM

NATIONAL SECURITY AGENCY

Persons of Trust

The Working group that is responsible for the implementation of activities related to the implementation of the Action Plan

MINISTRY OF THE INTERIOR / POLICE DIRECTORATE

Coordinator for gender equality

Trainers for gender equality (four)

22 Persons of Trust

Implementing the activities from the National Action Plan the Working Team for Networking of Women in the Security Sector was formed at the end of 2020, consisting of 10 representatives of the Ministry of Defence, the Armed Forces of Montenegro, the Ministry of the Interior, the Police Directorate and the National Security Agency. The primary task of the Working Team is the exchange of best practices and experiences between security institutions, with the aim of providing support towards undertaking activities to improve the position of women in all institutions individually, as well as planning and implementing joint activities.



Women police officers has established Association of Women police officers of Montenegro (2017), that organized numerous activities in order to professional empower of women in the Police Directorate. As part of their activities, Handbook for Gender equality in the Police Directorate was created, which contains legal and institutional framework, statistical data, as well as activities for improvement of gender equality in the Police Directorate. Additionally, they held several trainings for women police officers. Also, by this Association was organised World Conference of Women in the Security sector which was attended by 100 participants from 18 countries. Likewise, measures toward youth population are implemented, in order to promote police profession and overcome stereotypes and prejudices regarding to women in the security sector.

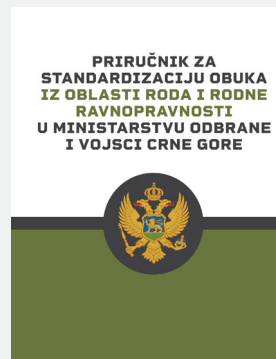




■ Trainings on gender equality and UNSCR 1325

A series of trainings was carried out with the aim of raising awareness of the importance of UNSCR 1325 and gender equality in general, such as in the areas of: human rights, security aspects of gender equality, international humanitarian law, gender-based violence, sexual violence, human trafficking, treatment of vulnerable groups, protection of women in war and post-war areas, etc.

In particular, it should be emphasized that trainings were implemented in the Armed Forces of Montenegro for all categories of personnel, through cooperation with other authorities, including the training of soldiers on voluntary military service and as part of pre-deployment training (women in war and post-war situations and in peace support operations; against violence over the women and children; as well as training in the field of human rights, international humanitarian law, gender-based violence, culture, tradition, risks, the needs of the local population and human trafficking).



In 2022, the first joint training of security institutions in the field of implementation of UNSCR 1325 was conducted, which represents a unique example of the cooperation of these institutions in the matter of gender equality. In this regard, cooperation with the academic community was also achieved, in such a way that the representative of the University of Montenegro was involved in the work of the Intersectorial Working Group, who also participated as a lecturer in the jointly organized training.



■ Obuke zaposlenih o pitanjima rodne ravnopravnosti i R SBUN 1325

Internal research carried out by the Ministry of Defence with the aim of assising quality of previous trainings and the need for new trainings indicates:

*having an appropriate degree of awareness of the importance of conducting trainings on gender equality (by 79% of respondents);

*over 60% of respondents have not received training on gender equality so far, which indicates the need for training in this area;

*the quality of previous trainings, the content and the lecturers were highly rated (over 80% of respondents shared the above opinion).

Training needs were highlighted, especially on the following topics: Sexual harassment and abuse; Gender-based discrimination; Gender equality in international missions and operations and Certified training for gender trainers, especially on the topic: Protection of women and girls in conflict areas.



Police Directorate has a special training program on the topic of gender equality, which was created by DCAF. In accordance with this program, trained trainers conducted trainings in all security departments, in order to raise awareness about importance and role of women in the Police Directorate, as well as obligations that police officers have in this area.



■ Fight against human trafficking

In order to ensure a sufficient level of information, the Ministry of the Interior, i.e. the Department for Combating Human Trafficking, in coordination and cooperation with other institutions and organizations, carried out activities aimed at informing the general public about all aspects of the phenomenon of human trafficking. The campaign "Stop human trafficking" was continuously implemented, which includes the broadcast of the TV spot "Stop human trafficking", which also promotes the national SOS anti-trafficking line.

As part of the project implemented by Terres de Hommes in Montenegro and the countries of the region, a TV spot was produced that was distributed to media houses for broadcasting, which makes information on the forms of exploitation to which victims of human trafficking are exposed, with special reference to forced and contracted ones, closer to the public marriages and economic exploitation of children. In addition to the above, a web application for identifying victims of human trafficking and work on proposed indicators for various forms of exploitation was presented.





■ Importance of regional and international cooperation

The defence ministries of Bosnia and Herzegovina, Montenegro, the Republic of North Macedonia and Serbia are actively participating in the regional project "Strengthening regional cooperation in the integration of a gender perspective in the reform of the security sector in the Western Balkans".

As part of the project, at the national level following activities were carried out:

- two surveys on women's motivation and values in the Armed Forces, by gender;
- support in drafting of a bilingual brochure for the implementation of UNSCR1325;
- development of the Guide for preventing discrimination, sexual harassment and abuse in the Armed Forces;
- development of the Handbook for the standardization of training in the field of gender equality;
- support in training and strengthening the internal capacities of female officers of the Armed Forces of Montenegro in the area of policy advocacy, improvement of communication and presentation skills and public speaking skills, as well as in the area of their specific specialties by providing courses at the most prestigious defense institutions;

Regional Cooperation Council

SEESAC

UNDP

SPRIJEČI I REAGUJ

Regionalni priručnik

O sprečavanju i reagovanju na rodno zasnovanu diskriminaciju, seksualno uznemiravanje i zlostavljanje u ministarstvima odbrane i oružanim snagama zemalja Zapadnog Balkana

Sarajevo, Podgorica, Skoplje, Beograd, 2021



- training of selection commissions on equal opportunities;
- training of psychologists, employees in human resources and gender trainers, in the part of using the program for statistical data processing;
- presentation of research on young people's perceptions of military profession;
- organization of seminars to raise the capacity of decision-makers on training plans and programs;
- organization of training on light and small arms and UNSCR 73/46 "Women, disarmament, non-proliferation and arms control";
- participation of high-ranking officers and civil servants in the "Mentorship for Gender Equality" program;
- organization of training on the topic "The importance of protecting women and girls in conflict areas" (participants of the MoD/AFM, MoI/PD and NSA);
- support in donations to gender trainers in terms of laptops, for more efficient preparation and conducting of trainings;
- training of gender focal points appointed in Armed Forces units, with the support of gender trainers;
- support for training on gender equality for employees of the Ministry of Defence;
- support for the presentation of regional publications for various institutions in the country, representatives of the Interdepartmental Working Group, the Committee for Gender Equality of the Parliament of Montenegro, the Protector of Human Rights and Freedoms, etc.





Activities at the regional level, as part of the project:

- the participation of representatives of the Ministry of Defence and the Armed Forces in the development of the "Handbook on preventing and responding to gender-based discrimination, sexual harassment and abuse in the ministries of defense and the armed forces of the Western Balkan countries", the Study "Position of women in the armed forces of the Western Balkan countries" and Regional studies on the introduction of gender equality in education and training policies and programs;
- development of online training for gender equality;
- regional meetings of mechanisms for gender equality, networks of gender trainers and gender advisors/coordinators;
- certification of gender trainers – organization of GTOT⁷ regional course in the Republic of North Macedonia.



INTEGRACIJA RODNE PERSPEKTIVE U VOJNO OBRAZOVANJE I OBUKE SISTEMA ODBRANE ZEMALJA ZAPADNOG BALKANA

STUDIJA POLAZNOG STANJA



One of the significant activities is the signing of the Joint Declaration of the defence ministers on support for the improvement of gender equality in the security sector in the Western Balkans.

The cooperation of the parties involved in the implementation of second NAP with international organizations and initiatives of NATO, UN, OSCE, SEDM, CIDS, DCAF was intensified (the total number of realized activities regarding gender equality during the period of validity of the second strategic document was 30).



3 - STRATEGY FOR THE IMPLEMENTATION OF THE UNITED NATION SECURITY COUNCIL RESOLUTION 1325 - WOMEN, PEACE AND SECURITY AND ACCOMPANYING RESOLUTIONS 2024-2027, WITH THE ACTION PLAN FOR THE PERIOD 2024-2025

The Government of Montenegro, in November 2023, has adopted the Strategy for the Implementation of the United Nations Security Council Resolution 1325 - Women, Peace and Security and accompanying resolutions 2024-2027, with the Action Plan for the period 2024-2025. Abovementioned document has aim to contribute in continuity in the implementation of the principle of equal opportunities in the security sector. Taking into account that Montenegro is a member of the UN, OSCE and NATO Alliance, this further obliges us to implement this document.

With its implementation at the national level, as was the case with the previous two, efforts will be made to improve the situation in the field of gender equality in the security sectors, primarily in the segments of increasing the number of women, both in the overall representation in institutions and in participation in humanitarian and peace missions. In addition to the above, actions will be taken in order to improve delicate areas.

The main strategic goal that is planned to be achieved with this document is: Improve the position of women and girls in all processes that lead to the maintenance and promotion of peace and security.



In order to achieve the main strategic goal, seven operational goals with indicators were defined:

Operational goal no.1

Improve institutional capacities for the implementation of the goals of UNSCR 1325 by increasing and training mechanisms for gender equality

Indicator	Initial value (2022)	Transitional value (2025)	Target value (2027)
Number of internal mechanisms (gender instructors, focal points, persons of trust etc.) for the implementation of the gender equality policy	MoD/AFM: 28 MoI/PD: 27 NSA: 2 RCD: 0	MoD/AFM: 30 MoI/PD: 29 NSA: 3 RCD: 1	MoD/AFM: 32 MoI/PD: 31 NSA: 4 RCD: 3
Number of management and command personnel who have attended training on the subject of UNSCR 1325 in the security sector	MoD/AFM: 2 MoI/PD: 2 RCD: 2	MoD/AFM: 10 MoI/PD: 10 RCD: 4	MoD/AFM: 15 MoI/PD: 15 RCD: 10
The number of systematized work/formation positions dealing with issues of gender equality in the security sector	13	17	25



Operational goal no.2

Increase the representation of women in the security sector, especially in decision-making positions and in activities related to participation in military-diplomatic, diplomatic representations, peacekeeping missions and operations by providing equal opportunities

Indicator	Initial value (2022)	Transitional value (2025)	Target value (2027)
The percentage of women in security institutions	MoD: 55,94% AFM: 10,54% Mol: 60% PD: 13% NSA: 36%	MoD: 56% AFM: 11,5% Mol: 61% PD: 14% ANB: 38%	MoD: 56,5% AFM: 13,5% Mol: 62% PD: 15% NSA: 40%
The percentage of women in decision-making positions in security institutions	MoD: 56,76% AFM: 6% PD: 0 NSA: 19,5%	MoD: 57% AFM: 6,5% PD: 1% NSA: 21%	MoD: 57,5% AFM: 7% PD: 2% NSA: 24%
Number of women in missions, operations and exercises	MoD/AFM: 6 PD: 3	MoD/AFM: 8 PD: 4	MoD/AFM: 9 PD: 5
Number of women in diplomatic and military diplomatic missions	MoD: 0 MFA: 51,63%	MoD: 1 MFA: 52,13%	MoD: 2 MFA: 52,63%

**Operational goal no.3**

Increase awareness of the importance of protecting women and girls in conflict and post-conflict areas by organizing trainings on this topic

Indicator	Initial value (2022)	Transitional value (2025)	Target value (2027)
Number of joint trainings of security institutions on the topic of protection of women and girls in conflict areas	1	3	5
Number of persons who attended training on the topic of protection of women and girls in conflict areas	17	25	35



Operational goal no.4

Strengthen the integration of the gender perspective through education and training programs

Indicator	Initial value (2022)	Transitional value (2025)	Target value (2027)
Number of persons who have attended training on gender equality in security institutions	5	5	5
Number of topics from the Manual included in the Instruction for training of the AFM	2	10	15
Number of authorities that applied topics from the Manual, except for the MoD that directly participated in its development	0	6	10
Number of employees who attended the online program created in cooperation with the MoD and UNDP SEESAC	0	200	400

**Operational goal no.5**

Raise awareness of the importance of prevention and protection of women from discrimination, sexual harassment and abuse, through adequate information and resolving possible cases

Indicator	Initial value (2022)	Transitional value (2025)	Target value (2027)
Increasing the percentage of organized trainings on the topic of prohibition of discrimination, sexual abuse and exploitation in security institutions	There is no organized record on given topics	5% of trainings in the field of gender equality organized in security institutions include the topics of discrimination and sexual abuse and exploitation	10% of trainings in the field of gender equality organized in security institutions include the topics of discrimination and sexual abuse and exploitation
Number of organized internal campaigns to raise awareness among employees about unwanted behavior (round tables, announcements, brochures, etc.)	MoD/AFM: 1 MoI/PD: 1	MoD/AFM: 5 MoI/PD: 2	MoD/AFM: 10 MoI/PD: 2

Operational goal no.6

The specific needs of women and girls are satisfied in extraordinary circumstances, through raising the awareness of relevant actors and specific support programs for women and girls in extraordinary circumstances.

Indicator	Initial value (2022)	Prelazna vrijednost (2025)	Ciljna vrijednost (2027)
Number of trainings on the topic of protecting the population in case of emergency situations, with special reference to the impact of emergency circumstances on women and girls	0	1	2



Operational goal no.7

Improve the process of informing the general public about UNSCR 1325, through the publication of reports, information, publications and cooperation with the media

Indicator	Initial value (2022)	Transitional value (2025)	Target value (2027)
Number of publications (reports) on the websites of security sector institutions in the field of gender equality	10	15	20
A special website was created for the promotion and information about R SBUN 1325	There is no specific website	The project task for the website is done	Website is functional
The number of transferred media announcements regarding the application of UNSCR 1325	0	5	10

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Podgorica, February 2024