

ACTION PLAN  

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**NATIONAL DEFENCE**

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FOR EQUALITY  
2022|2025

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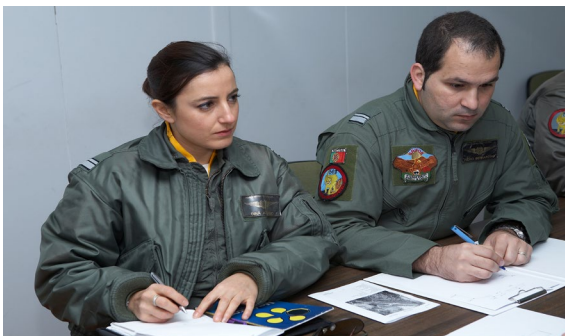
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## Message from the Minister of National Defence

**U**nder the motto “putting people first,” the Ministry of National Defence is unveiling the National Defence Action Plan for Equality 2022-2025, which aims to continue valuing and recognizing the centrality of people in building the Armed Forces of the future. Together, we remain committed to a society in which the equal and meaningful participation of women and men becomes a reality.

This equal participation in National Defence is not just a normative and principle matter. It is also a matter of the strategic and operational effectiveness of the Armed Forces. In an era of increasing geopolitical competition, hybrid threats and irregular conflict, and an operational environment heavily influenced by emerging and disruptive technologies, we know that we must mobilize all contributions and value diversity as a critical factor in resilience.

Therefore, we have recently invested heavily in institutionalizing gender equality within the Ministry of National Defence. We believe that only by giving this topic the attention it deserves and recognizing its centrality within our own organization can we promote the necessary transformation for a modern Defence, based on people, capabilities, and values.

We have created the Office of Equality of the Ministry of National Defence and clearly included the themes of Equality and the Women, Peace and Security Agenda as guidelines of the National Defence Policy. We created the position of gender advisor to support the leadership of the Armed Forces, we increased the percentage of women in the National Defence Day teams from 9% to 25%, we increased the training provided to military personnel assigned to the Deployed National Forces and we started to appoint gender focal points in all foreign missions.

We recognize that much remains to be done, and that current achievements are always at risk of being reversed. For example, additional efforts are needed to ensure the presence of more women in our Deployed National Forces or even in the Armed Forces in general. We know that the percentage of female military personnel increased from 11% to 13% between 2015 and 2021. While this is in line with the average for Atlantic Alliance's Armed Forces, we cannot be satisfied with these numbers. As in the past in many other areas, the Armed Forces can once again be a role model and a driving force for change in societies, this time in favour of gender equality.

At the same time, it is difficult to build peace, whether in the context of international commitments undertaken by the Portuguese State or in the context of national Defence, without including the gender dimension. To make the best decisions, we must understand that the security challenges we face – and the answers we find – may affect women and men differently. This reality cannot be ignored, and, in this regard, we have also recently made an important contribution to the implementation of the Women, Peace, and Security Agenda.

The National Defence Action Plan for Equality 2022-2025 follows the steps of the previous plan and was developed under the leadership of the Equality Office in close cooperation with the entire Interdepartmental Team for Equality of the Ministry of National Defence. These past years of partnership have taught us that, with strong momentum, together we can achieve sustainable change.

The starting point is the four pillars on which the first plan was based: Equality, Work-life balance, Education and Training, and Women, Peace, and Security. We are moving from one strategic goal –

increasing women's recruitment – to four goals: 1) institutionalizing the integration of gender perspective in National Defence, i) promoting equality and non-discrimination, i) promoting women's participation, and iv) promoting work-life balance and the right to parental protection.

The ability to learn is crucial to this plan, enabling us to adjust our strategy and efforts in response to changing circumstances and lessons learned. Effective monitoring, evaluation, and accountability will help ensure that we make a significant impact towards achieving our goals.

We remain committed to promoting equitable Defence through policies that effectively address gender perspective. Given the growing complexity of society and processes, we understand that our Armed Forces will greatly benefit from incorporating diversity into their mission.







# 1. Vision and Strategic Objectives

The constitutional and strategic imperatives of gender equality and non-discrimination are essential for the successful accomplishment of the National Defence mission and effective leadership. As the strategic context changes, the Portuguese Armed Forces are facing increasingly complex and asymmetric operational environments that require the use of all Defence assets, particularly human resources.

## VISION

National Defence is a leading and exemplary institution, where equal participation of women and men is the norm and ensured that all individuals serving National Defence do so in a safe, healthy, and respectful environment.

## STRATEGIC OBJECTIVES

The four strategic goals provide guidance for the desired outcomes:

- (1) **Institutionalization of gender perspective in National Defence** - Ensure the effective integration of gender perspective in all relevant processes related to National Defence policy, including the analysis, development, implementation, and evaluation of Defence policy and the Armed Forces.
- (2) **Promotion of equality and non-discrimination** - Recognize the importance of equality and non-discrimination as the basis for sustainable National Defence that protects human rights and enables full participation of every individual.
- (3) **Promotion of women's participation** - Strengthen the role of women in National Defence by ensuring their meaningful and effective participation, equal access to decision-making processes at all levels, and especially within the Armed Forces, ensuring women's participation in combat roles.
- (4) **Promotion of work-life balance and the right to parental protection** - as a condition for effective equality between men and women, promote a better balance between professional, personal and family life that allows free choices in all spheres of life.







## 2. International and National Instruments

At the international level, Portugal is committed to the main instruments related to equality and non-discrimination and has made various commitments in these areas, particularly within the framework of the United Nations (UN), the Council of Europe (CoE), the European Union (EU), the North Atlantic Treaty Organization (NATO) and the Community of Portuguese-speaking Countries (CPLP).

Key instruments include the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW, 1979). Another important document is the Beijing Declaration and Platform for Action (1995), along with the commitment documents resulting from its reviews. The Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention, 2011) is also crucial. Additionally, there is the 2030 Agenda for Sustainable Development, the European Strategy for Gender Equality (2020-2025), and the EU Action Plan for Gender Equality and Women's Empowerment in EU External Action 2021-2025 (GAP III). Lastly, there are the Strategic Cooperation Plan for Gender Equality and Women's Empowerment (CPLP 2010) and the Action Plan for Gender Equality and Women's Empowerment (CPLP 2017-2020).

In the context of the Women, Peace and Security (WPS) Agenda, significant documents such as the United Nations Security Council Resolution (UNSCR) 1325 and subsequent resolutions, the EU Strategic Approach to the WPS Agenda in 2018, the EU Action Plan for Women, Peace, and Security (2019-2024), the 2018 NATO/EAPC WPS policy and its Action Plan (2021-2025), and the CPLP Defence Component Action Plan for the Implementation of UNSCR 1325 (2021-2023) should be highlighted.

In addition, under the WPS Agenda, the newly endorsed Strategic Concept of NATO and the EU Strategic Compass, both produced this year, are committed to incorporating the themes of equality and the WPS Agenda as guidance for National Defence Policy.

**At the national level**, the promotion of gender equality and non-discrimination are obligations of the Portuguese State, enshrined in the Constitution of the Portuguese Republic, which must be put into practice by the Government and the rest of society. To this end, mention should be made of:

The National Strategy for Equality and Non-Discrimination 2018-2030 – “Portugal + Igual (ENIND)”, adopted in 2018, which is supported by three Action Plans: on the promotion of equality between women and men (PAIMH), on the prevention of and fight against violence against women and domestic violence (PAVMVD), and on the fight against discrimination based on sexual orientation, gender identity and expression, and sexual characteristics (PAOIEC);

The III National Action Plan for the Implementation of United Nations Security Council Resolution No. 1325 (2000) on Women, Peace, and Security (2019-2022) (III PNA):

The National Plan to Combat Racism and Discrimination 2021-2025 - Portugal Against Racism;

And the National Defence Action Plan for Equality, 2019-2021.

The National Defence Action Plan for Equality (2022-2025) is consistent with these national and international instruments and enables National Defence to meet its commitments to equality in a coordinated, collaborative, and integrated manner that is supported by measurable results.







## 3. Structure

The National Defence Action Plan for Equality for 2022-2025 continues the work developed in the previous plan and maintains its four pillars: Gender Equality, Work-life Balance, Education and Training, and Women, Peace, and Security. These areas provide a general framework for all planned actions and are consistent with the Strategic Objectives.

### PILLAR 1: EQUALITY

#### **Expected Outcome**

National Defence should be a governing area that understands and recognizes the diversity of its current and future workforce and that responds with flexibility to individual needs, to the various stages of life, as well as to the practices of its personnel. By implementing mechanisms and support structures that allow for greater retention and adequate compatibility between personal and family life, on the one hand, and the regular development of the military career, on the other, National Defence will benefit from the maintenance of a motivated, committed, and talented workforce.

### PILLAR 2: WORK-LIFE BALANCE

#### **Expected Outcome**

National Defence should be an area of government that promotes a better balance between professional, personal, and family life as condition for effective equality between women and men, where talent is recognized and leadership opportunities are explicitly open to all those with the capacity to do so, and which allows for free choices in all spheres of life.

### PILLAR 3: EDUCATION AND TRAINING

#### **Expected Outcome**

National Defence should be a governmental area that incorporates, through education and lifelong learning institutions, a culture of equality and non-discrimination, free of gender stereotypes, and that ensures the effective implementation of the Women, Peace and Security Agenda.

## PILLAR 4: WOMEN, PEACE, AND SECURITY

### Expected Outcome

National Defence must be a sector that promotes the inclusion of the Women, Peace and Security Agenda and the integration of gender perspective in its activities, both nationally and internationally, while advocating for women's participation in conflict prevention and peace building and peacekeeping processes.

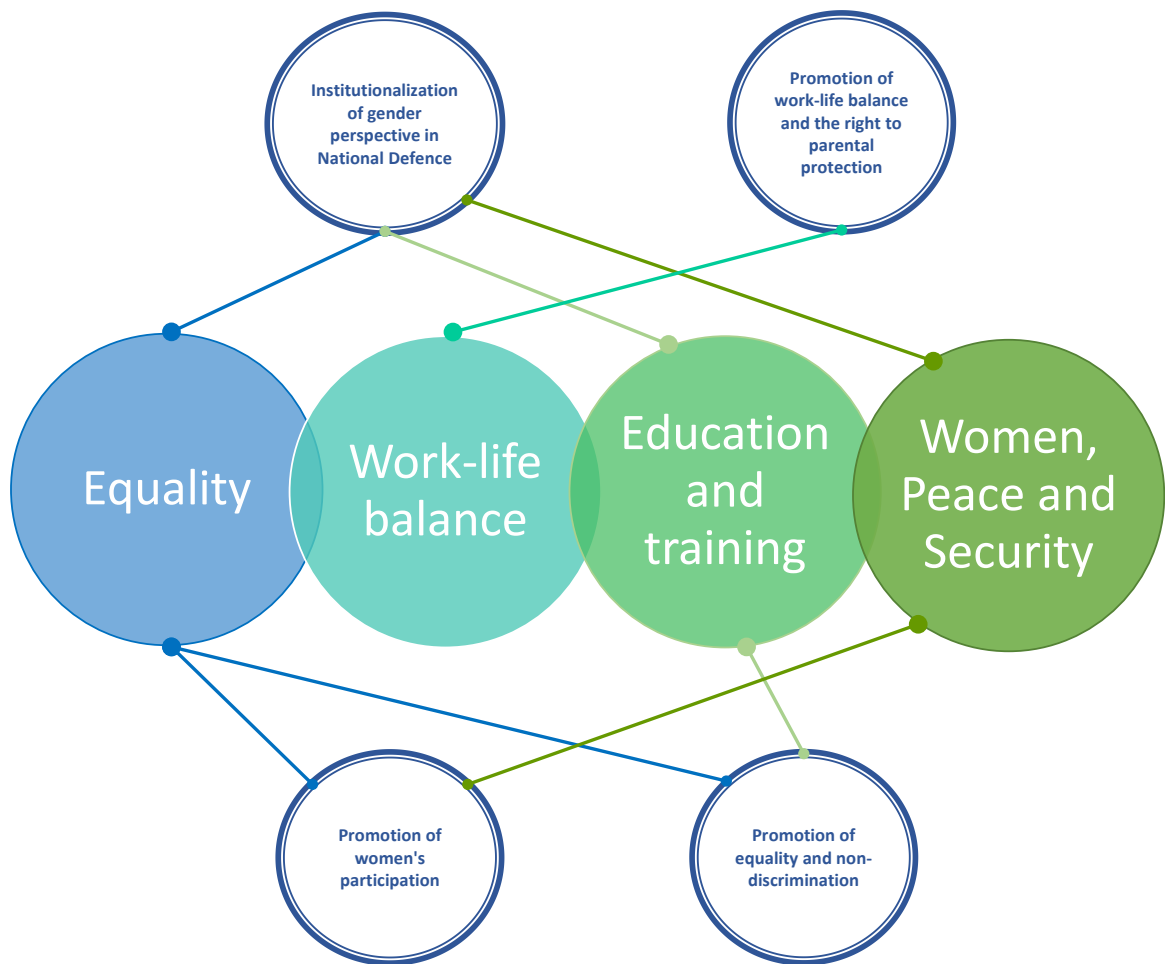


Figure 1- The four strategic objectives contribute to the 4 pillars of the Plan.

## 4. Monitoring, Evaluation, and Accountability

### MONITORING AND EVALUATION

The National Defence Action Plan for Equality 2022-2025 reflects all the contributions to the plan made by the Interdepartmental Team for Equality of the Ministry of National Defence, which includes representatives from the General Staff of the Armed Forces, the three Branches of the Armed Forces, the Directorates of the Ministry of National Defence, the National Maritime Authority and the National Defence Social Services Institute. During its duration period, 2022-2025, it will be continuously monitored and, if necessary, reviewed.

The Equality Office of the Ministry of National Defence is responsible for monitoring and evaluating the implementation of the National Defence Action Plan for Equality 2022-2025, with the support of the members of the Interdepartmental Team for Equality of the Ministry of National Defence.

### ACCOUNTABILITY

The implementation of the National Defence Action Plan for Equality 2022-2025 is the shared responsibility of all entities represented in the Interdepartmental Team for Equality of the Ministry of National Defence.

Each entity works within its own mandate, implementing its responsibilities and reporting its progress to the Minister regularly.

The responsibilities of the “Responsible” and “Involved” entities involved in the implementation of the National Defence Action Plan for Equality 2022-2025 are defined as follows:

“Entity Responsible” - The entity responsible for executing and or managing the relevant action. For document development, this entity creates the initial draft and circulates it among the Entities Involved for feedback. The Entity Responsible is also responsible for reviewing the feedback and incorporating it into the final document, which may be submitted to the Minister as necessary.

“Entity Involved” - Entity with the responsibility of providing contributions or disseminating information or participating in the implementation of the action, in accordance with the guidelines developed by the Entity Responsible.





REPÚBLICA PORTUGUESA  
DITISA NACIONAL

**DIFERENTES,  
MAS COM OS MESMOS VALORES**

REPÚBLICA PORTUGUESA  
DITISA NACIONAL

**SOMOS UMA EQUIPA  
E JUNTOS  
SOMOS MAIS FORTES**

2021  
PORTUGAL.E

# Actions and Indicators of the National Defence Action Plan for Equality 2022-2025

## Legend:

AMN - National Maritime Authority  
DGPDN - Defence Policy Directorate  
DGRDN - Defence Resources Directorate  
EMGFA - Armed Forces General Staff  
GabMDN - Cabinet of the Minister of National Defence  
IASFA - National Defence Social Services Institute  
IGDN - National Defence General Inspection  
IDN - National Defence Institute  
LGTFP - general law on public sector employment  
SG - Ministry of National Defence General Secretariat  
Services - Navy, Army, Air Force  
PAPSM - Action Plan for Professionalization

PILLAR 1: EQUALITY								
Actions	Indicators	Entities		Timelines				
		Responsible	Involved	2022	2023	2024	2025	
<b>Institutionalizing gender perspective in National Defence</b>								
1	Include the Equality Office of the Ministry of National Defence in the organization of the Ministry of National Defence (MoD), working directly under the Minister of National Defence	Proposal of a draft decree-law presented and entered into legislative process	GabMDN	-	-	31/Dec	-	-
2	Formally appoint Gender Advisors at the Armed Forces General Staff and the Services General Staff and National Maritime Authority, to the Offices of the respective Chiefs of Staff, preferably on a full-time basis	Appointment orders approved and communicated to the Cabinet of the Minister of National Defence (annually or whenever there are changes)	EMGFA, Services, AMN	-	31/Dec	31/Dec	31/Dec	31/Dec
3	Include objectives for promoting equality and gender mainstreaming in strategic documents	Number of objectives for the promotion of Equality included in the Framework of Evaluation and Accountability - QUAR and/or Strategic Directives/Documents from Chief of the Armed Forces General Staff and the Chiefs of the Services	All entities	-	1	1	1	1
4	Include objectives of promoting Equality in the evaluation of the members of the MoD's Interdepartmental Equality Team	Number of goals for the promotion of equality included in the evaluation goals of the members of the MoD's Interdepartmental Equality Team	All MoD Directorates IASFA	-	1	1	1	1
5	Develop internal directives/action plans for equality	Internal Equality Directives/Plans approved	All entities	-	-	30/jun	-	-
6	Carry out inspections in the scope of Gender Equality and Women, Peace and Security	Annual inspections carried out	IGDN	All	-	-	31/Dec	-
7	Ensure the collection, processing and dissemination of statistical data related to human resources disaggregated by sex	Ratio between the number of documents containing statistical information on human resources disaggregated by sex, and the total number of documents providing statistical information related to human resources, per year	All entities	-	50%	60%	80%	100%
<b>Promotion of equality and non-discrimination</b>								
8	Promoting diversity in the Armed Forces	Conducting a workshop on diversity in the Armed Forces	IDN	Equality Office	-	31/Dec	-	-
		Manual of best practices on promoting diversity in recruitment and retention in the Armed Forces presented to the MoD	EMGFA	Equality Office and Services	-	-	31/Dec	-
9	Develop a Military Service Strategic Communication Directive/Plan that promotes equality and non-discrimination	Directive/Strategic Communication Plan approved	DGRDN	Gab MDN, EMGFA and Services	In line with the Action Plan for Professionalization (PAPSM)			
10	Conduct workshop on gender mainstreaming in strategic communication/social networks	Workshop held	SG	Equality Office, EMGFA and Services	-	31/Dec	-	-
11	Review the requirements for classification and selection in the access to the Armed Forces, allowing a better adaptation of the selection parameters to the tasks to be performed	Proposal for classification and selection requirements in the access to the Armed Forces approved by the Minister of National Defence	EMGFA	Services	In line with PAPSM			
12	Publicize the National Defence Harassment Prevention Unit, through communication campaigns	Number of disclosure activities and best practices disclosed	UPA	All	-	3	3	3
13	Describe the study on barriers to recruitment	Study concluded and presented to the Cabinet of the Minister of National Defence	DGRDN	Equality Office, IDN and Services	-	31/Dec	-	-
<b>Promoting the participation of women</b>								
14	Increase the number of women in the National Defence Day (DDN) outreach teams	Study the recruitment process and the respective job profile of the DDN's publicists, proposing changes if necessary, to make it more attractive and to have more diversity in the teams	DGRDN	Equality Office and Services	-	31/Dec	-	-
		% of women in the DDN outreach teams	Services	DGRDN	25%	28%	30%	35%
15	Evaluate the integration of women in the Armed Forces	Survey on the "Integration of Women in the Armed Forces" was carried out and presented to the Minister of National Defence	DGRDN	Equality Office, IDN and Services	-	-	31/Dec	-
16	Develop actions/projects that encourage girls to join National Defence (targeted recruitment, internships, mentoring, etc.)	Number of implemented actions/projects	All entities	-	In line with PAPSM			
17	Equalize the number of female and male age groups in military sports competitions	The age groups for women are the same as for men	DGRDN	Services	-	31/Dec	-	-

PILLAR 2: WORK-LIFE BALANCE								
Actions	Indicators	Entities		Timelines				
		Responsible	Involved	2022	2023	2024	2025	
<b>Promoting the conciliation of work, personal and family life and parental protection rights</b>								
18	Develop common criteria and harmonize measures in the area of parental protection for military personnel of the Armed Forces	Proposal of common criteria and harmonized measures presented to the Tutelage	EMGFA	Equality Office and Services	31/Dec	-	-	-
19	Study the application of parental rights contained in the labor code to the Armed Forces	Study presented to the Minister of National Defence	DGRDN	Equality Office, EMGFA and Services	-	31/Dec	-	-
20	Study the applicability of article 282 of the general law on public sector employment (LGTFP) - Leave without pay to accompany a spouse posted abroad - to military personnel of the Armed Forces	Study presented to the Minister of National Defence	DGRDN	Equality Office, EMGFA and Services	-	31/Dec	-	-
21	Disseminate the mechanisms facilitating the conciliation of professional, personal and family life and parental protection rights	Publication in the institutional pages and in the newsletters of each organism	All entities	-	31/Dec	31/Dec	31/Dec	31/Dec
22	Develop a study on military families	Study presented to the Minister of National Defence	IDN	-	-	31/Dec	-	-
23	Hold a seminar to share best practices, addressing the issues of reconciliation between professional, personal and family life, in particular the promotion of telework, as well as parenting issues	Seminar held	SG	All	-	31/Dec	31/Dec	31/Dec
24	Develop programs/protocols to support descendents (children and youth) and ascendants	Number of programs/protocols developed	All entities	-	2	2	2	2



PILAR 3: TRAINING								
Actions	Indicators	Entities		Timelines				
		Responsible	Involved	2022	2023	2024	2025	
<b>Institutionalizing gender perspective in National Defence</b>								
25	Defining and harmonizing the contents to be taught in all training and promotion courses of the Armed Forces and training to all deployed personnel	Proposal of contents presented to the Minister of National Defence	EMGFA	Equality Office and Services	-	30/jun	-	-
26	Integrate the theme of equality and non-discrimination and the WPS Agenda in all course curriculum of all training and promotion courses in the Armed Forces	Equality and non-discrimination and WPS Agenda included in all course curriculum/plans of all Armed Forces training and promotion courses	EMGFA and Services	-	-	-	30/jun	-
27	Integrate WPS in the training of all deployed personnel	WPS included in all directives/training plans as mandatory training for all designated personnel	EMGFA, Services and AMN	DGPDN	-	-	30/jun	-
		Number of people trained annually, data disaggregated by category and by sex	EMGFA, Services and AMN	-	Follow up throughout the term of the plan			
28	Implement a Gender Train the Trainers Course in the Armed Forces	Number of courses/year	Army	EMGFA, Navy and Air Force	-	1	1	1
		Number of people trained annually, data disaggregated by category and by sex	Army	EMGFA, Navy and Air Force	Follow up throughout the term of the plan			
29	Implement a training course on gender equality in National Defence	Course Created	IDN	Equality Office	-	31/Dec	-	-
		Number of courses/year	IDN	All	-	-	1	1
		Number of people Trained annually, data disaggregated by category and by sex	IDN	All	-	-	Follow up throughout the term of the plan	
30	Creation and implementation of training for members of the National Defence Day teams	Training provided	SG	DGRDN	1	1	1	1
31	Hold a Specialized Training Course on Gender Equality in National Defence	Specialized Training Course on Gender Equality in National Defence held	SG	All	1	1	-	-
32	Hold an annual conference on Equality and the WPS Agenda	Conference held	EMGFA and IDN	Equality Office	-	1	1	1
33	Carry out awareness-raising training on equality and WPS for the leadership of the all MoD Directorates	Number of awareness-raising trainings carried out and No. of people participating, data disaggregated by category and gender	SG	All	-	1/Monitor	-	1/Monitor
34	Carry out training on equality for non-manager personnel of all MoD Directorates and for civilian personnel of the Services	Number of training given and No. of people trained annually, data disaggregated by category and by gender	SG	All	2/Monitor	4/Monitor	4/Monitor	4/Monitor
35	Provide training on Gender Budgeting for gender focal points and staff in the financial area (Framed by Article 14. Law No. 12/2022 of 27 June)	Number of training sessions given	SG	All	1	1	1	1
		Number of people formed by entity (information disaggregated by gender and area of activity)	All entities	-	2	2	2	2
36	Carry out courses that integrate the theme of equality for teachers of Military Education Establishments	Ratio between the number of teachers who received training and the total number of EME teachers	IDN	Army	70%	75%	80%	85%
37	Integrate training in the field of equality, in the training plans of the Military Education Establishments, for education professionals (non-teachers)	Ratio between the number of education professionals who received training and the total number of education professionals in the Military Education Establishments	Army	-	70%	80%	90%	100%
<b>Promotion of equality and non-discrimination</b>								
38	Implement awareness-raising training on harassment and non-discrimination	Creation and implementation of an awareness session on harassment and non-discrimination	SG	Equality Office	31/Dec	-	-	-
		Number of training sessions for trainers and Number of people trained annually, data disaggregated by category and by gender	SG	All	-	2/Monitor	2/Monitor	2/Monitor
		Number of annual awareness actions carried out and number of people trained annually, data disaggregated by category and by gender	All entities	-	-	-	1/UEO Monitor	1/UEO Monitor
39	Train maritime police professionals to investigate human trafficking	Number of training sessions and No. of people trained annually, data disaggregated by category and by gender	AMN	-	1/Monitor	1/Monitor	1/Monitor	1/Monitor

PILLAR 4: WOMEN, PEACE AND SECURITY								
Actions	Indicators	Entities		Timelines				
		Responsible	Involved	2022	2023	2024	2025	
<b>Institutionalizing gender perspective in National Defence</b>								
40	Include the WPS Agenda in bilateral and multilateral dialogue	Number of memorandums of understanding or cooperation protocols proposed that include the WPS Agenda	DGPDN	Equality Office	1	1	1	1
		Number and name of the countries with which Portugal develops bilateral and multilateral dialogues that integrate, by national proposal the WPS Agenda	DGPDN	Equality Office	1	1	1	1
		Number of proposals for integration of the WPS Agenda into international negotiation documents	DGPDN	Equality Office	1	1	1	1
		Number and name of the countries in which Portugal proposes to support actions that promote the WPS Agenda	DGPDN	Equality Office	1	1	1	1
41	Participate in national and international events in the area of the WPS Agenda	Number of participations in the EU Task Force for WPS meetings	Equality Office	-	1	1	1	1
		Number of participations in the Annual Conference of the NATO <i>Committee on Gender Perspectives</i> (NCGP)	Equality Office	DGRDN, EMGFA and Services	1	1	1	1
		Number of participations in national and international events on WPS	All entities	-	1	1	1	1
42	Ensure training on WPS and conflict-related sexual violence (CRSV)	Ratio between the No. of people that finished the NATO ADL 169 training and the total number of people deployed	Services and AMN	-	30%	50%	80%	100%
		Ratio between the number of Defence Attachés who received training on WPS during pre-deployment and total number of appointed attachés	EMGFA	-	30%	50%	80%	100%
		Ratio between the number of persons in international positions who received WPS training during pre-deployment and total number of persons appointed to international positions	EMGFA	-	30%	50%	80%	100%
43	Train and deploy gender specialists	Number of Gender Advisors trained annually, disaggregated by sex, preferably by attending one of the following courses: - Gender Advisor Course (NCGM/NATO) - A comprehensive approach to gender in operations (ESDC/EU)	EMGFA, Services and AMN	-	1	1	1	1
		Number of Gender Focal Points trained annually, disaggregated by gender, preferably by attending one of the following courses: - NATO 169 Gender Awareness and NATO 171 - NATO Gender Focal Point Course	All Entities	-	10	10	10	10
		Ratio between the number of Units deployed with appointed GFP or GENAD and the number of Units deployed	Services and AMN	-	50%	65%	85%	100%
44	Integrate WPS Agenda and the gender perspective into Operations Plans and Orders, Readiness Directives and Exercises	Ratio between the number of documents that integrate the WPS Agenda and the gender perspective and the total No. of operations plans and orders, readiness and exercises directives	EMGFA and Services	-	20%	40%	60%	80%
		Ratio between the number of military exercises that include a gender perspective in the planning and execution and the total No. of military exercises	EMGFA and Services	-	10%	25%	50%	100%
45	Promote document updating in libraries on WPS Agenda and women's participation	No. of documents acquired annually for the National Defense library network	IDN, EMGFA and Services	-	1	1	1	1
		Number of dissemination actions already carried out by the community of users of the bibliographic catalogue	IDN, EMGFA and Services	-	1	1	1	1
<b>Promoting women's participation</b>								
46	Promote increased participation of women in international operations and missions	Ratio between the number of women in contingents and the total number of military personnel in contingents (baseline - 6.5%)	Services and AMN	-	Accompany throughout the duration of the Plan			
		Ratio between the number of women deployed as observers and staff officers and the total number of military deployed as observers and staff officers (Baseline - 4%)	EMGFA and Services	-	Increase 0.5%/year/Service			
		Hold experience exchange sessions (between women who have already been deployed and women who may be interested in participating in missions abroad)	Services	EMGFA	-	1	1	1
47	Hold seminar on WPS	Seminar held and report with the main conclusions presented to the Minister of National Defence	IDN	Equality Office	-	-	31dec	-



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