



Department of Defense



**WOMEN, PEACE, AND SECURITY
STRATEGIC FRAMEWORK
AND IMPLEMENTATION PLAN**

June 2020





United States Department of Defense

**Women, Peace, and Security
Strategic Framework
and Implementation Plan**

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EXECUTIVE SUMMARY



In 2011, the United States published the first U.S. National Action Plan on Women, Peace, and Security, in accordance with Executive Order 13595.¹ On October 6, 2017, President Donald J. Trump signed into law the Women, Peace, and Security Act of 2017 (Public Law 115-68), making this the first legislation of its kind globally. In June 2019, the U.S. Government released the *United States Strategy on Women, Peace, and Security (WPS Strategy)*, making the United States the first country in the world with both a comprehensive law and whole-of-government strategy on WPS.

To achieve the end-state detailed in the *WPS Strategy*, the U.S. Government must make demonstrable progress on these four Lines of Effort (LOEs): (1) seek and support the preparation and meaningful participation of women around the world in decision-making processes related to conflict and crises; (2) promote the protection of women and girls' human rights; access to humanitarian assistance; and safety from violence, abuse, and exploitation around the world; (3) adjust U.S. international programs to improve outcomes in equality for, and the empowerment of, women; and (4) encourage partner governments to adopt policies, plans, and capacity to improve the meaningful participation of women in processes connected to peace and security and decision-making institutions.

The WPS Act of 2017 identifies the Department of Defense as a relevant Federal department responsible for implementing WPS. To satisfy the requirements prescribed in the WPS Act of 2017, the Department developed a *DoD Women, Peace, and Security Strategic Framework and Implementation Plan (SFIP)*. As required by law, the *SFIP* details the Department's roles and responsibilities for implementing the *WPS Strategy* and establishes WPS Defense Objectives to support the WPS LOEs. The *SFIP* also aims to organize and align the Department's implementation of the *WPS Strategy* within the *National Security Strategy (NSS)* and the *National Defense Strategy (NDS)*. These overarching, long-term Defense Objectives are as follows:

- ▶ **Defense Objective 1.** The Department of Defense exemplifies a diverse organization that allows for women's meaningful participation across the development, management, and employment of the Joint Force.
- ▶ **Defense Objective 2.** Women in partner nations meaningfully participate² and serve at all ranks and in all occupations in defense and security sectors.
- ▶ **Defense Objective 3.** Partner nation defense and security sectors ensure women and girls are safe and secure and that their human rights are protected, especially during conflict and crisis.

¹ The 2011 U.S. National Action Plan on Women, Peace, and Security was revised in 2016, and was superseded by the June 2019 U.S. Strategy on Women, Peace, and Security. Executive Order 13595 requires the executive branch of the United States to have a National Action Plan on Women, Peace, and Security. The June 2019 U.S. Strategy on Women, Peace, and Security satisfies the Executive Order 13595 requirement.

² Defined as both critical mass and decision-making power throughout an organization's structure.

These WPS Defense Objectives provide the Department with long-term end states to guide the Department's implementation of the *WPS Strategy* over time. The supporting Intermediate Defense Objectives identified in the *SFIP* reflect the Department's priorities for advancing WPS implementation. The *SFIP* strengthens U.S. leadership on WPS by continuing the Department's role as a global model for diversity and inclusivity while working with partner nations to support women's meaningful participation within the defense and security sectors.



U.S. Navy Lt. j.g. Kaylin Deppe, left, and Lt. Christina Bailo on the flight deck of the aircraft carrier USS John C. Stennis (CVN74) in the Indian Ocean during Women's History Month, March 13, 2019 (U.S. Navy photo illustration by Mass Communication Specialist 2nd Class Erika L. Kugler)



Coast Guard Ens. Katherine Haerr with Nanik Dwi Suryani, an Indonesia Navy (TNI-AL) member, Aug. 1, 2019, during the Women's Leadership Symposium at Cooperation Afloat Readiness and Training (CARAT) Indonesia 2019. (U.S. Coast Guard photo by Petty Officer 2nd Class Jasmine Mieszala)



Staff Sgt. Amanda Kelley became the first enlisted woman to graduate from the Army's Ranger School, August 26, 2019 (Photo by Patrick Albrigt, Maneuver Center of Excellence)

WOMEN, PEACE, AND SECURITY PRINCIPLES



The Department will leverage the Women, Peace, and Security principles, national Lines of Effort (LOEs), and DoD equities identified in Figure 1 to support the implementation of the *SFIP*. The WPS Principles column reflects the foundational principles underpinning the U.S. WPS Act and Strategy and based on twenty years of research, study, and practice globally by allies and partners, international and non-governmental organizations, and civil society. The national *WPS Strategy* LOEs column distills the broad WPS principles into specific actions and activities that contribute to accomplishing the objectives outlined in the *WPS Strategy*. The DoD Equities Supporting WPS Principles column reflects specific Department efforts where years of implementing WPS has revealed programs, topics, and best practices wherein WPS can have the strongest effect.



Figure 1

WOMEN, PEACE, AND SECURITY DEFENSE OBJECTIVES



The WPS strategic framework nests within the *National Security Strategy (NSS)*, which specifically outlines that societies are more peaceful and prosperous when women and men enjoy the same rights, liberties, dignities, and access to resources. Additionally, in support of the *National Defense Strategy (NDS)*, this framework helps the Department to:

- ▶ **Build a more lethal force** by providing the tools necessary to reduce operational risk in a multi-domain environment, and recruit and fully leverage a diverse and innovative fighting force;
- ▶ **Strengthen alliances and attract new partners** by demonstrating U.S. commitment to human rights and women’s empowerment, making the United States the partner of choice; and
- ▶ **Reform the Department for greater performance and affordability** by developing more effective strategies to mitigate risks and optimize mission success.

To fulfill the Department’s requirements in the WPS Act of 2017 and the *WPS Strategy, the DoD WPS Strategic Framework and Implementation Plan (SFIP)* identifies three overarching, long-term Defense Objectives (DOs) to set the strategic direction for Joint Force implementation of WPS. The Defense Objectives set the Department on a path to deliver performance, organize for innovation, and align Department action in support of the *WPS Strategy Lines of Effort (LOEs)* (See Figure 2). Each Defense Objective includes Intermediate Defense Objectives (IDOs), which represent discrete, measurable, and achievable goals the Department will work to achieve.

	WPS LOE 1:	WPS LOE 2:	WPS LOE 3:	WPS LOE 4:
	Support women’s participation	Promote women and girls’ human rights, safety, and access	Adjust U.S. programming	Encourage partner nations to support WPS
Defense Objective 1: Model & Employ WPS	●	●	●	
Defense Objective 2: Promote partner nation women’s participation	●		●	●
Defense Objective 3: Promote protection of partner nation civilians		●		●

Figure 2

The Department will leverage its tools and resources to help ensure women can meaningfully participate in preventing, mediating, and resolving conflict and countering terrorism. The Department will support the intent of the *WPS Strategy* through attention to the composition of its personnel and the development of its policies, plans, doctrine, training, education, operations, and exercises. The Department will encourage partner nations to do the same, thereby increasing interoperability and better preparing forces to face the complex challenges of the modern battlefield.



A U.S. Navy engineering project manager assigned to Camp Lemonnier with Djiboutian citizens before the Ali Oune Medical Clinic ribbon cutting ceremony in Ali Oune, Djibouti, January 31, 2019 (Photo by Sgt. Shawn Nickel)

DEFENSE OBJECTIVE 1

The Department of Defense exemplifies a diverse organization that allows for women's meaningful participation across the development, management, and employment of the Joint Force.



Army Chief Warrant Officer 4 Raquel Patrick, a member of Cultural Support Team-2, speaks with an Afghan child, Nov. 24, 2015 (Air Force photo)

Defense Objective 1 support to WPS Strategy. Defense Objective 1 supports *WPS Strategy* LOEs 1, 2, and 3, which focus on women's preparation for and meaningful participation in decision-making; the protection of women and girls' human rights and safety; and adjustments in U.S. international programs to support women's empowerment efforts. There is an inherent relationship between the Department's ability to implement the *WPS Strategy* and how the Department organizes, trains, and equips its forces. To remain credible and build influence abroad, the Department should model and implement the *WPS* principles it encourages other partner nations to uphold. Where the Department supports women's meaningful participation in partner nation militaries, it must continue modeling and advocate for the meaningful participation of women in its own workforce. Where the Department encourages partner nations to address gender-based violence within the security sector and during deployments, it must continue to uphold the *WPS* principles currently reflected in its workforce. This will require coordination with the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)) to ensure the Department continues serving as a global model for how national defense institutions can advance women's meaningful participation in security.

To implement the *WPS Strategy* and its LOEs, the Department will identify and adjust policies, programs, and processes. This may include ensuring relevant personnel receive training, as appropriate.

DEFENSE OBJECTIVE 2

Women in partner nations meaningfully participate and serve at all ranks and in all occupations in defense and security sectors.



U.S. Army Gen. Stephen Townsend, commander, U.S. Africa Command, and Djiboutian Lt. Gen. Zakaria Cheikh Ibrahim, chief of staff of the Djiboutian Armed Forces, conduct a pass and review of Djiboutian Armed Forces in Djibouti City, Djibouti, August 8, 2019 (U.S. Air National Guard photo by Senior Master Sgt. Janeen Miller)

Defense Objective 2 support to WPS Strategy. Defense Objective 2 supports WPS Strategy LOEs 1, 3, and 4, which focus on women’s preparation for and meaningful participation in decision-making; adjustments in U.S. international programs to support women’s empowerment efforts; and engagements with partner nations to improve women’s meaningful participation. The Department’s goal is to support women’s meaningful participation through engagements and relationships with partner nations’ defense and security sectors around the world. The Department prides itself on working by, with, and through U.S. allies and partners to uphold the rules-based international order. The Department will identify policies and processes to adjust its international programs, as appropriate, specifically security cooperation, to work with partner nations to recruit, employ, develop, retain, and promote women in their defense and security workforce.

DEFENSE OBJECTIVE 3

Partner nation defense and security sectors ensure women and girls are safe and secure and that their human rights are protected, especially during conflict and crisis.



Sgt. 1st Class Norma Estrella, Company B, 91st Civil Affairs, coordinates a medical civilian action plan (MEDCAP) in Gofat, Niger, Feb. 27, 2014, during Exercise Flintlock 2014 (U.S. Army Photo by Spc. Timothy Clegg)

Defense Objective 3 support to WPS Strategy. Defense Objective 3 supports WPS Strategy LOEs 2 and 4, which focus on the protection of women and girls' human rights and safety, as well as the encouragement of partner nations to improve women's meaningful participation. Violations of human rights - particularly by defense and security forces - undermine long-term security and stability. Where partner nation defense and security forces operate professionally and uphold human rights, their mission and activities are more legitimate and their effects longer lasting. The Department will implement the WPS Strategy through security cooperation with partner nation defense and security sectors, as appropriate, to facilitate their ability to ensure the security and safety of their civilians - especially women and girls. This effort is consistent with U.S. core values and integral to overall mission success.

WOMEN, PEACE, AND SECURITY IMPLEMENTATION PLAN



1. Purpose. The *DoD WPS Strategic Framework and Implementation Plan (SFIP)* fulfills the Department's legal requirements under the Women, Peace, and Security Act of 2017. The *SFIP* establishes defense objectives (DOs), intermediate defense objectives (IDOs), and associated effects, which the Department will use to measure its progress towards achieving the Lines of Effort (LOEs) in the *WPS Strategy*.
2. Superseded/Cancellation. The *SFIP* supersedes the "September 2013 Department of Defense Implementation Guide for the U.S. National Action Plan on Women, Peace, and Security."
3. Applicability. The *SFIP* applies to the entire Department of Defense.
4. Coordinating Instructions. Execution of the *SFIP* will require a unity of effort to coordinate, integrate, and synchronize WPS activities across the Department. The Office of the Under Secretary of Defense for Policy (OUSD(P)) is responsible for the Department's implementation of the *WPS Strategy*. Implementation will require the following:
 - a. *Continuous Coordination with Interagency Partners*. The *SFIP* outlines the Department's responsibilities for implementing the whole-of-government *WPS Strategy*. Efforts must be coordinated by, with, and through interagency partners, in particular, the Department of State, the U.S. Agency for International Development, and the Department of Homeland Security.
 - b. *Engagement with Civil Society Organizations*. A core tenet of the WPS Act and the *WPS Strategy* is engagement and consultation with host nation women's civil society organizations as a conduit for accessing the perspectives of host nation women and girls affected by conflict and instability.
5. Anticipated Technical, Financial, and In-Kind Contributions of the Department. To ensure appropriate implementation of the *WPS Strategy*, the Department will continue to utilize its WPS subject matter experts. The Department will also continue to utilize the resources appropriated by Congress for the implementation of the WPS Act.
6. Assessment, Monitoring, and Evaluation (AM&E). The Department is committed to continually assessing, monitoring, and evaluating its progress toward the IDOs in the DoD Implementation Plan, in close coordination with interagency partners. The Department will draw upon the milestones and metrics, in Appendix A, as appropriate and approved by the Secretary of Defense, to assess progress on the *SFIP*. As a learning organization, the Department will work to refine this framework over each year of implementation as needed. The Department will take a phased approach to the AM&E process, and will develop an approach that will allow for quality input while adding minimal additional burden.



U.S. Sailors assigned to the U.S. Navy Ceremonial Guard wait to parade the colors during a Concert on the Avenue at the U.S. Navy Memorial in Washington, D.C., June 11, 2019 (U.S. Navy photo by Mass Communication Specialist 1st Class Paul L. Archer)

Defense Objective 1 – The Department of Defense exemplifies a diverse organization that allows for women’s meaningful participation across the development, management, and employment of the Joint Force.

Intermediate Defense Objective 1.1 – DoD recruitment, employment, development, retention, and promotion efforts are informed by WPS initiatives, to ensure a diverse and inclusive fighting force.

Effect 1.1.1 – The WPS Community of Interest (COI) and Personnel and Readiness (P&R) offices are synchronized in their efforts to promote WPS principles.

Effect 1.1.2 – The Department is a model for increasing gender diversity and inclusion.

Intermediate Defense Objective 1.2 – WPS principles are appropriately reflected in relevant DoD policies, plans, doctrine, training, education, operations, resource planning, and exercises.

Effect 1.2.1 – The Department has increased awareness of WPS principles and is better equipped to integrate them into its mission areas.

Effect 1.2.2 – The Department has established policy, doctrine, and training, as appropriate, to enable implementation of the *WPS Strategy*.

Defense Objective 2 – Women in partner nations meaningfully participate and serve at all ranks and in all occupations in defense and security sectors.

Intermediate Defense Objective 2.1 – DoD supports women’s meaningful participation within partner nation defense and security sectors.

Effect 2.1.1 – Partner nation women have increased access to and participation in U.S. security cooperation and assistance programs, resources, training, and education opportunities.

Effect 2.1.2 – Partner nation defense and security institutions have increased understanding of how to advance women’s meaningful participation in their defense and security sectors.

Defense Objective 3 – Partner nation defense and security sectors ensure women and girls are safe and secure and that their human rights are protected, especially during conflict and crisis.

Intermediate Defense Objective 3.1 – DoD works with partner nation defense and security sectors to help strengthen their understanding of and commitment to international humanitarian law (IHL) and international human rights law (IHRL).

Effect 3.1.1 – Partner nation defense and security sectors have increased knowledge of IHL and IHRL.



U.S. Airmen conduct a training scenario during exercise Patriot Warrior 2019 at Fort McCoy, Wisconsin, Aug. 16, 2019 (U.S. Air Force Photo by Tech. Sgt. Gregory Brook)

ACRONYMS

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AM&E	Assessment, Monitoring, and Evaluation
AOR	Area of Responsibility
COI	Community of Interest
CTIP	Combatting Trafficking in Persons
DO	Defense Objective
DoD	Department of Defense
DoDI	Department of Defense Instruction
FY	Fiscal year
GBV	Gender-Based Violence
GO/FO	General Officer/Flag Officer
ICW	In Coordination With
IDO	Intermediate Defense Objective
IHL	International Humanitarian Law
IHRL	International Human Rights Law
JS	Joint Staff
LOE	Line of Effort
NCO	Non-Commissioned Officer
NDS	National Defense Strategy
NGB	National Guard Bureau
NGO	Non-Governmental Organization
NSC	National Security Council
NSS	National Security Strategy
OPR	Office of Primary Responsibility
OUSD	Office of the Under Secretary of Defense for Policy
OUSD&R	Office of the Under Secretary of Defense for Personnel and Readiness
POC	Protection of Civilians
SAPRO	Sexual Assault Prevention and Response Office
SES	Senior Executive Service
SFIP	Department of Defense Women, Peace, and Security Strategic Framework and Implementation Plan
WPS	Women, Peace, and Security

APPENDIX A – INTERAGENCY METRICS AND MILESTONES



(A.1) Milestone: The National Security Council staff (NSC) will coordinate at least three senior-level department and agency meetings a year to discuss progress and revisit metrics related to the WPS Strategy. One of these meetings will include a cross-over discussion with W-GDP.

(A.2) Milestone: Departments and agencies will coordinate two public consultations with U.S. based civil society organizations a year.

(A.3) Milestone: Departments and agencies will collectively compile an annual review of the U.S. implementation of WPS Strategy objectives, including the preparation of a public report.

Line of Effort 1: Seek and support the preparation and meaningful participation of women around the world in decision-making processes related to conflicts and crises.

(1.1) Metric: Number of engagements by key USG leaders focused on increasing women’s meaningful participation and leadership.

(1.2) Metric: Number of local women who participate in substantive roles or positions influencing peace efforts, both formal and informal, in which the United States is involved.

(1.3) Metric: Number of women who participate in U.S.-funded training for foreign nationals.

Line of Effort 2: Promote the protection of women and girls’ human rights; access to humanitarian assistance; and safety from violence, abuse, and exploitation around the world.

(2.1) Metric: The USG will review, revise, and adopt safeguarding standards that guide the conduct of implementers’ of USG funded programs.

(2.2) Metric: Number of USG key leader engagements focused on women’s safety and prevention of gender-based violence (GBV) in conflict, crisis, and disaster contexts.

(2.3) Metric: Number of people who benefit from U.S.-funded support to GBV survivors.

(2.4) Metric: Percentage of USG funded projects with non-governmental and international organizations that include activities to prevent and/or respond to GBV in humanitarian emergencies.

Line of Effort 3: Adjust United States international programs to improve equality for, and the empowerment of, women.

(3.1) Metric: Departments and agencies designate one or more senior official to be the lead for Women, Peace, and Security.

(3.2) Metric: Number of USG trainings that integrate WPS principles.

(3.3) Metric: Departments and agencies establish internal WPS coordination structures and mechanisms.

(3.4) Metric: Total funding of activities aligned with WPS Strategy objectives.

(3.5) Metric: Number of key USG strategies that explicitly integrate WPS principles.

(3.6) Metric: Number of U.S. strategies, policies, and programs are informed by a gender analysis.

Line of Effort 4: Encourage partner governments to adopt policies, plans, and capacity to improve the meaningful participation of women in processes connected to peace and security and decision-making institutions.

(4.1) Metric: Number of engagements by key U.S. leaders that lead to formal partnerships on WPS with partner nations.

(4.2) Metric: Number of high-level commitments on WPS introduced or led by the USG in multilateral fora.

(4.3) Metric: Number of partner nation legal instruments and policies drafted –including national-level frameworks on WPS and GBV response – that are developed or implemented with assistance or encouragement from USG actors.

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