“The goal of this National Action Plan on Women, Peace, and Security is as simple as it is profound: to empower half the world’s population as equal partners in preventing conflict and building peace in countries threatened and affected by war, violence and insecurity. Achieving this goal is critical to our national and global security.”

Sgt. Julie Nicolson, Female Engagement Team leader, Marine Headquarters Group, I Marine Expeditionary Force, shakes hands with an Afghan child during a mission in Helmand Province, Afghanistan, July 12, 2012. Nicolson’s team interacts with Afghan women and children and gains information from the women who are not permitted to converse with men outside their families. (U.S. Marine Corps photo)

“When we undercut the contributions of one gender we do so at our own peril ... denying ourselves half the talent, half the resources, half the potential of the population. And as we approach future challenges we must think rather than fight our way through, we need to be able to leverage all of the best thinking out there.”

General Martin E. Dempsey
Chairman, Joint Chiefs of Staff
On December 19, 2011, the President released the U.S. National Action Plan on Women, Peace, and Security (NAP) and signed Executive Order (E.O.) 13595 directing implementation of the NAP. These two actions accelerated implementation of United Nations Security Council Resolution 1325 and subsequent, related resolutions. The NAP and E.O. 13595 recognize that promoting women’s participation in conflict prevention, management, and resolution as well as in post-conflict relief and recovery, advances peace, national security, economic and social development, and international cooperation.

E.O. 13595 directs agencies to report progress in implementing the NAP and agency-specific implementation plans, which the National Security Advisor will draw upon to provide an annual report to the President.

National Objectives and Action Framework

The United States is one of 43 countries with a formalized National Action Plan to support Women, Peace, and Security initiatives. The U.S. NAP is targeted at meeting the following five objectives:

- **National Integration and Institutionalization.** Through interagency coordination, policy development, enhanced professional training and education, and evaluation, the United States Government will institutionalize a gender-sensitive approach to its diplomatic, development, and defense-related work in conflict-affected environments.

- **Participation in Peace Processes and Decision-Making.** The United States Government will improve the prospects for inclusive, just, and sustainable peace by promoting and strengthening women’s rights and effective leadership and substantive participation in peace processes, conflict prevention, peace-building, transitional processes,
Protection from Violence. The United States Government will strengthen its efforts to prevent and protect women and children from harm, exploitation, discrimination, and abuse, including sexual and gender-based violence (SGBV) and trafficking in persons (TIP), and to hold perpetrators accountable in conflict-affected environments.

Conflict Prevention. The United States Government will promote women’s roles in conflict prevention, improve conflict early-warning and response systems through the integration of gender perspectives, and invest in women and girls’ health, education, and economic opportunity to create conditions for stable societies and lasting peace.

Access to Relief and Recovery. The United States Government will respond to the distinct needs of women and children in conflict-affected disasters and crises, including by providing safe, equitable access to humanitarian assistance.

The NAP includes an Action Framework that details the outcomes, as well as the coordinated, exemplary actions that agencies plan to pursue in order to achieve the five main objectives. The excerpt below is an example of how the Action Framework is organized.
NAP Implementation Plan

As directed by E.O. 13595, DoD has developed a department-specific implementation plan for the NAP. The following key documents support this implementation.

Secretary of Defense Policy Memorandum (April 5, 2012)

The Secretary of Defense Policy Memorandum directs the Department to incorporate the concepts from the NAP into programs and policies, as appropriate. The memorandum also designates the Under Secretary of Defense for Policy as responsible for coordinating implementation of the NAP by ensuring the principles and objectives in the NAP inform the strategic planning process, and by monitoring and reporting DoD progress.

DoD Implementation Guide

This Implementation Guide is intended to serve as a tool for implementing the NAP objectives into DoD programs and policies within the strategic, operational, and tactical environment and aims to support military personnel in recognizing and addressing the security priorities of all sectors of the local population—men, women, and children—in a military context.

DoD Working-Level Monitoring and Evaluation Matrix

The Department of Defense Working-Level Monitoring and Evaluation Matrix outlines the DoD outcomes and actions identified in the NAP and is used as a tool to assist components in mapping implementation activities. Although not an exhaustive summary, the matrix provides an exemplary list of activities that can satisfy the NAP objectives.

References


VICENZA, Italy (April 25, 2013) U.S. Army Sergeant Major Carolina D. Johnson, left, shares her experiences and talks about the challenges facing women in the U.S. Army with two female Botswana Defence Force officers.
Objective 5
Access to Relief and Recovery
The United States Government will respond to the distinct needs of women and children in conflict-affected disaster and crises, including by providing safe, equitable access to humanitarian assistance.

Outcome 5.3*
Reintegration and early recovery programs address the distinct needs of men and women.

Action 5.3: Support demobilization, disarmament, and reintegration programs, including sustainable livelihood alternatives, that address the distinct needs of male and female ex-combatants and those associated with armed forces in other capacities.

Implementing Offices: OSD (Policy), Joint Staff (J5), CCMDs

Examples
• USPACOM Center of Excellence in Disaster Management and Humanitarian Assistance
  ➢ Training on gender-sensitive responses to humanitarian crises (e.g., constructing gender-appropriate displaced persons shelters)
  ➢ Training on how to distinguish affected populations in a humanitarian crisis (refugees, Internally Displaced Persons, vulnerable populations including women and girls)
  ➢ Support for efforts with Women, Peace, and Security emphasis
• Asia-Pacific Center for Security Studies’ Comprehensive Crisis Management Course
  ➢ Focus on “Relief and Recovery” pillar of NAP
• USCENTCOM training and workshops on how conflict and disaster affect men, women, and children
• International Health Division papers on demobilization, disarmament, and reintegration needs and gaps in mental health and its association with sexual violence among ex-combatant men and women

Conclusion
The examples within this guide identify existing efforts within DoD to implement the NAP, and are intended to assist the Department in advancing NAP implementation. The Department should continue to institute and expand upon activities, programs, and priorities at the strategic, operational, and tactical levels. This commitment is critical to realizing the NAP’s goal to empower half the world’s population as equal partners in preventing conflict and building peace in countries threatened and affected by war, violence, and insecurity.

* The Department of Defense is not an implementing agency for Outcomes 5.1 and 5.2

U.S. Army Best Warrior Competition

First Female Selected as Best Warrior Competition Soldier of the Year (2010)

For the first time since its inception nine years ago, a female soldier has claimed the title of Soldier of the Year for 2010’s Best Warrior Competition.

Sergeant Sherri Gallagher of the U.S. Army Marksmanship Unit, who represented U.S. Training and Doctrine Command at Best Warrior, beat out 11 other competitors from the Army’s major commands. Gallagher is one of the top long-range shooters in the country. Best Warrior is a multi-faceted test of Soldier. Events in the 2010 competition included hand-to-hand combat, urban orienteering, detainee operations, casualty evaluation, weapons familiarization, and night firing. (Excerpt from article by Alexandra Hemerly-Brown on www.army.mil).

(U.S. Army Accessions Command photo by Forest Berkshire)
Department of Defense Implementation of the NAP

The following pages outline the five objectives identified in the NAP along with the 18 DoD actions. Under each of the actions are examples of programs and activities currently taking place throughout the DoD. These examples are not exhaustive, and there exist additional opportunities to establish innovative ways to support meeting these objectives.

**OBJECTIVES**

**INSTITUTIONALIZATION**

National Integration and Institutionalization

**PARTICIPATION**

Participation in Peace Processes and Decision-Making

**PROTECTION**

Protection from Violence

**PREVENTION**

Conflict Prevention

**ACCESS**

Access to Relief and Recovery

**Objective 4**

**Conflict Prevention**

The United States Government will promote women’s roles in conflict prevention, improve conflict early warning and response systems through the integration of gender perspectives, and invest in women and girls’ health, education, and economic opportunity to create conditions for stable societies and lasting peace.

**Outcome 4.1**

Conflict early warning and response systems include gender-specific data and are responsive to SGBV, and women participate in early warning, preparedness, and response initiatives.

**Action 4.1a:** Integrate protocols and support opportunities to share best practices for gender analysis in conflict mapping and reporting, including for mass atrocity prevention and stabilization funding. Review conflict early warning systems and conflict assessment methodologies, including the Interagency Conflict Assessment Framework, to assess and strengthen the integration of gender in these tools.

**Implementing Offices:** OSD (Policy), Joint Staff, CCMDs, Senior Service Schools

**Examples**

- CCMDs share and coordinate best practices
- Coordination with Atrocity Prevention Board
- Senior Service School studies
  - PKSOI’s development of doctrine and reviews on stability operations
- International Health Division proposal to create early warning tool to predict stability or instability, including SGBV

**Action 4.1b:** Actively engage women in planning and implementing disaster and emergency preparedness and risk reduction activities, including regarding how police can better interact with women in their role as first responders.

**Implementing Offices:** OSD (Policy), Joint Staff (J5, J7), CCMDs

**Examples**

- Review CCMD training and exercises with partner militaries
- GPOI efforts to promote women’s roles in conflict prevention, improve conflict early warning and response systems through integration of gender perspectives, and ensure that U.S. and partner state security forces are trained and responsive to SGBV
Objective 3
Protection from Violence

Outcome 3.3
Interventions are improved to prevent trafficking in persons and protect trafficking survivors in conflict and crisis-affected areas.

**Action 3.3a:** Maintain a zero tolerance policy with regard to trafficking in persons for U.S. military and civilian personnel.

**Implementing Offices:** OSD (Policy), OSD (Personnel & Readiness), Joint Staff (J1), CCMDs, Military Departments

**Examples**
- Department of Defense Combating TIP Awareness and Training
  - Department of Defense Instruction 2200.1, Combating Trafficking in Persons, September 15, 2010
  - TIP general awareness training mandatory for all DoD Military members and civilian employees
- USPACOM convened an interagency forum to address the problems of and to increase awareness of human trafficking within the USPACOM AOR

**Action 3.3b:** Coordinate implementation of the anti-trafficking-related items of the NAP with the ongoing work of the U.S. Presidential Interagency Task Force to Monitor and Combat TIP and the Senior Policy Operating Group on TIP.

**Implementing Offices:** OSD (Policy), OSD (Personnel & Readiness), OSD (Acquisition, Technology, & Logistics)

**Examples**
- Review of Federal Acquisition Regulations and Defense Federal Acquisition Regulations
- National Security Staff efforts to combat TIP

MAPUTO, Mozambique — Maj Gen Barbara Faulkenberry, former U.S. Africa Command logistics director, meets with female members of the armed forces for the defense of Mozambique May 8, 2012 to discuss challenges affecting female military members. The general met with the women during the 2012 International Military HIV/AIDS Conference in Maputo, Mozambique, May 7-10, where 77 nations met to share best practices in HIV prevention, care, and treatment. (U.S. Navy photo/Claire Wolf)

Department of Defense Outcomes

Establish and improve policy frameworks to support achievements in gender equality and women’s empowerment throughout defense work.

Enhance staff capacity for applying a gender-sensitive approach to defense in conflict-affected environments.

Establish mechanisms to promote accountability for implementation of gender-related policies in conflict-affected environments.

Establish processes to evaluate and learn from activities undertaken in support of Women, Peace, and Security initiatives.

Effectively engage women in peace negotiations, security initiatives, conflict prevention, peace-building, and decision-making during all phases of conflict prevention and resolution, and transition.

Laws, policies, and practices in partner states promote and strengthen gender equality at national and local levels.

Decrease risks of SGBV in crisis and conflict-affected environments through the increased capacity of individuals, communities, and protection actors to address the threats and vulnerability associated with SGBV.

Develop and implement laws, policies, and reconciliation, transitional justice, and accountability mechanisms designed to combat exploitation, abuse, discrimination, and violence against women and girls.

Improve interventions to prevent TIP and protect trafficking survivors in conflict and crisis-affected areas.

Ensure conflict early warning and response systems include gender-specific data and are responsive to SGBV, and women participate in early warning, preparedness, and response initiatives.

Address the distinct needs of men and women in reintegration and early recovery programs.
Objective 1
National Integration and Institutionalization
Through interagency coordination, policy development, enhanced professional training and education, and evaluation, the United States Government will institutionalize a gender-sensitive approach to its diplomatic, development, and defense-related work in conflict-affected environments.

Outcome 1.1
Agencies establish and improve policy frameworks to support achievements in gender equality and women’s empowerment throughout our diplomacy, development, and defense work.

Action 1.1: Incorporate NAP objectives into appropriate Department of Defense strategic guidance and planning documents.

Implementing Offices: OSD (Policy), OSD (Personnel & Readiness), Joint Staff (J5, J7), Combatant Commands (CCMDs)

Examples
- National Military Strategy
- Quadrennial Defense Review
- FY14 Guidance for Employment of the Force (GEF)
- Theater Country and Campaign Plans
- Secretary of Defense Policy Memorandum (April 5, 2012)
- Elimination of the 1994 Direct Ground Combat Definition and Assignment Rule Memorandum (January 24, 2013)

Outcome 1.2
Agencies enhance staff capacity for applying a gender-sensitive approach to diplomacy, development, and defense in conflict-affected environments.

Action 1.2: Ensure all relevant U.S. personnel and contractors receive appropriate training on Women, Peace, and Security issues, including instruction on the value of inclusive participation in conflict prevention, peace processes, and security initiatives, international human rights law and international humanitarian law, protection of civilians, prevention of SGBV, prevention of sexual exploitation and abuse (SEA), and combating TIP. Training mechanisms may include:
- Pre-deployment and in-theater training for members of the U.S. military and civilians, as well as Professional Military Education (PME), including commander’s courses and intermediate and senior service schools.

Implementing Offices: OSD (Policy), OSD (Personnel & Readiness), OSD (Acquisition, Technology & Logistics), Joint Staff, Military Departments, CCMDs

Examples
- Annual mandatory sexual assault prevention and response (SAPR) training for civilians and service members, and included in all PME and pre-command courses
- Human rights, law of armed conflict, cultural awareness, and combatting TIP training
- Development of comprehensive SAPR strategy and policy
- Joint PME Special Area of Emphasis (e.g., Naval War College “History of Women in War and Combat” course) and Chairman, Joint Chiefs of Staff writing topics

Objective 3
Protection from Violence
Laws, policies, and reconciliation, transitional justice, and accountability mechanisms designed to combat exploitation, abuse, discrimination, and violence against women and girls are developed and implemented at national and local levels.

Outcome 3.2

Action 3.2a: Support the development of effective accountability and transitional justice mechanisms that address crimes committed against women and girls and reduce impunity.

Implementing Offices: OSD (Policy), Joint Staff (J5), CCMDs

Examples
- USCENTCOM Provincial Reconstruction Teams in Afghanistan
  - Information programs to eliminate violence against women
- USEUCOM’s Joint Interagency Counter Trafficking Center
  - Support to U.S. federal law enforcement and international partner agencies
  - Enhance information systems and content
  - Build partner nation capacity to detect, monitor, and disrupt trafficking events
- DIILS/USAFRICOM/Armed Forces of the DRC (FARDC) training teams provided legal training on the “Investigation and Prosecution of Sex Crimes” to more than 400 military judges, prosecutors, and investigators of the FARDC

Action 3.2b: Assist multilateral and international organizations in developing appropriate mechanisms for sexual assault prevention, response, and accountability, and combating SEA among their own personnel. Establish standard operating procedures for United States Government to follow up on cases of SEA by international personnel to ensure accountability.

Implementing Offices: OSD (Policy), OSD (Personnel & Readiness), Joint Staff, CCMDs, Military Departments

Examples
- Coordinate with U.S. Mission to the United Nations and NATO in developing operating procedures
- GPOI-PKSOI support of the United Nations through tabletop exercises for two African missions on integrated staff planning, crisis management, and effective assessment and response to SGBV

From left, Aziza, an Afghan interpreter, and U.S. Army Sgt. Ashley Rohr, female engagement team (FET) member with 1st Battalion, 125th Infantry Regiment, 37th Infantry Brigade Combat Team, Michigan Army National Guard, pose with two employees of a women’s factory in Kunduz, Kunduz province, Afghanistan, March 8, 2012. The FET visited the factory to deliver school supplies, clothes and women’s hygiene items in celebration of International Women’s Day. (U.S. Army photo by Capt Jennifer Pacurar/Released)
Objective 3  
Protection from Violence

The United States Government will strengthen its efforts to prevent and protect women and children from harm, exploitation, discrimination, and abuse, including SGBV and TIP, and to hold perpetrators accountable in conflict-affected environments.

Outcome 3.1
Risks of SGBV in crisis and conflict-affected environments are decreased through the increased capacity of individuals, communities, and protection actors to address the threats and vulnerability associated with SGBV.

Action 3.1a: Incorporate modules on protection, rights, and specific needs of women in conflict into training provided to partner militaries and security personnel.

Implementing Offices: OSD (Policy), Joint Staff, CCMDs

Examples
- USAFRICOM’s support of former Secretary of State Clinton’s pledge to survivors of SGBV in the DRC
  - Humanitarian assistance program funded $1M in construction and rehabilitation of three hospitals/clinics
  - Focused on treatment of survivors
- Civil-Military Relations at the Naval Postgraduate School
- DIILS training
- CCMDs implementation of Global Peace Operations Initiative (GPOI) peacekeeping training courses with partner countries on topics including: human rights, code of conduct, accountability, SEA, protection of civilians, use of force, rule of law, and humanitarian affairs
  - USPACOM Senior Mission Leader Peacekeeping Training Course (United States and Japan)
  - Peacekeeping Operations Contingent Commanders Course
  - Theater Logistics Engagement Training
- Interagency briefings by International Health Division on SGBV and associated health consequences


Implementing Offices: OSD (Policy), OSD (Personnel & Readiness), OSD (Acquisition, Technology, & Logistics), Joint Staff, CCMDs, Military Departments

Examples
- USAFRICOM WPSWG sponsored movie screenings highlighting WPS initiatives
  - For example, a screening of “Weapon of War” about the use of rape as a weapon in the DRC, followed by Q&A session with the film’s director
- Pre-deployment and in-theater training requirements for Department of Defense military, civilians and contractors, including sexual assault prevention and response and combating TIP
- GPOI-USCENTCOM sponsored a protection of civilians course to Jordan via Naval Postgraduate School Partnership for Peace Training and Education Center

Objective 1  
National Integration and Institutionalization

Outcome 1.3
Agencies establish mechanisms to promote accountability for implementation of their respective gender-related policies in conflict-affected environments.

Action 1.3: Designate one or more officers, as appropriate, as responsible for coordination of implementation of the NAP.

Implementing Office: OSD (Policy)

Example
- Secretary of Defense Policy Memorandum (April 5, 2012)

Outcome 1.4
Agencies establish processes to evaluate and learn from activities undertaken in support of Women, Peace, and Security initiatives.

Action 1.4: Develop and improve data collection mechanisms to track and report progress on Women, Peace, and Security objectives, assess lessons learned, and identify best practices from existing programs.

Implementing Offices: OSD (Policy), Joint Staff (J5, J7), Military Services, CCMDs, Senior Service Schools

Examples
- DoD Women, Peace, and Security Synch Group
- USAFRICOM Women, Peace, and Security Working Group (WPSWG)
- U.S. Army War College’s Peacekeeping and Stability Operations Institute (PKSOI) report, “Female Participation in Formed Police Units”
- USSOCOM Female Engagement Team and Cultural Support Team review
- Joint Lessons Learned Information System (JLLIS)
- USAFRICOM commissioned study on SGBV and gender integration in African militaries
- Incorporate gender profiles and track gender-disaggregated information/data in security cooperation activities and other engagements with partner nations
- International Health Division peer-reviewed publications on SGBV in Liberia and Democratic Republic of Congo (DRC)
  - Changed discussions and policies within the interagency, to include men as survivors of sexual violence in conflict
**Objective 2**

**Participation in Peace Processes and Decision-Making**

The United States Government will improve the prospects for inclusive, just, and sustainable peace by promoting and strengthening women’s rights and effective leadership and substantive participation in peace processes, conflict prevention, peace-building, transitional processes, and decision-making institutions in conflict-affected environments.

### Outcome 2.1

More women are effectively engaged in peace negotiations, security initiatives, conflict prevention, peace-building including formal and informal processes—and decision-making during all phases of conflict prevention and resolution, and transition.

**Action 2.1a:** Assist partner governments in improving the recruitment and retention of women, including minorities and other historically marginalized women, into government ministries and the incorporation of women’s perspectives into peace and security policy.

**Implementing Offices:** OSD (Policy), OSD (Personnel & Readiness), Joint Staff, Military Departments, CCMDs

**Examples**

- USCENTCOM engagement with Afghan women and support of programs targeted at the recruitment and retention of women in the Afghan National Security Forces
- Ministry of Defense Advisors Program
- Defense Institution Reform Initiative
- Gender Mainstreaming training at Fort Huachuca/Camp Lejeune
  - DRC representatives participated and subsequently trained five additional African nations

**Action 2.1b:** Provide common guidelines and training to assist partner nations to integrate women and their perspectives into their security sectors.

**Implementing Offices:** OSD (Personnel & Readiness), Joint Staff, Military Departments, CCMDs

**Examples**

- USAFRICOM’s Joint Warrant Officer/Senior Noncommissioned Officers Symposium (JWOS)
- Africa Center for Strategic Studies and USAFRICOM workshop on gender mainstreaming in African armed forces
  - Brought together more than 14 countries to examine challenges, progress, and opportunities
- USAFRICOM’s “Lessons Learned in Peacekeeping” conference at Kofi Annan International Peacekeeping Training Center
  - Brought together nearly 40 attendees to facilitate dialogue, increase awareness, and develop practical lessons learned
- George C. Marshall European Center for Security Studies’ roundtable discussion with alumni association and local security sector

**Action 2.1c:** Leverage the participation of female U.S. military personnel to encourage and model gender integration and reach out to female and male populations in partner nations.

**Implementing Offices:** Joint Staff, Military Departments, CCMDs

**Examples**

- Cultural Support Teams and Female Engagement Teams
- Women serving as Gender Advisors
- National Guard Agribusiness Development Teams
- USAFRICOM commissioned research on the utility of a hybrid Female Engagement Team model for improving operational effectiveness in the area of responsibility (AOR)

**Action 2.1d:** Increase partner nation women’s participation in U.S. funded training programs for foreign police, judicial, and military personnel, PME, as well as exchange programs, conferences, and seminars.

**Implementing Offices:** OSD (Policy), Joint Staff, Military Departments, CCMDs

**Examples**

- USAFRICOM’s “1+1 Program” for 2012 JWOS
  - Nations that nominated a female participant were allowed to send an additional participant
- Asia-Pacific Center for Security Studies’ Women, Peace, and Security Fellows Program
- Title 10 authorities review
  - Combatant Commander Initiative Fund
  - Regional Defense Counterterrorism Fellowship Program
  - Navy Personnel Exchange Program
  - National Guard State Partnership Program
  - Services’ Individual and Small Unit Exchange Program

**Outcome 2.2**

Laws, policies, and practices in partner states promote and strengthen gender equality at national and local levels.

**Action 2.2:** Assist partner nations in building the capacity of their Defense Ministries to develop, implement, and enforce policies and military justice systems that promote and protect women’s rights.

**Implementing Offices:** OSD (Policy), OSD (Personnel & Readiness), Joint Staff, Military Departments, CCMDs

**Examples**

- Ministry of Defense Advisors Program
- Defense Institute of International Legal Studies (DIILS)
  - Training modules on SGBV and protection of civilians
  - Human rights training of foreign military units
- DIILS long-term engagement in the DRC
  - SGBV prevention, response, and survivor services