

PSOTEW Women, Peace, and Security (WPS) Working Group (WG)
3-5 April, 2019

Purpose: The purpose of the working group was two-fold. The first was to provide input to the DoD department-wide implementation plan to the National Strategy. The National Strategy aims to make meaningful progress around the world to empower women in preventing conflict and building peace, while endeavoring to rectify the disproportionate, adverse impacts of armed conflict on women and girls. This strategy defines women's political empowerment and equality as the end state whereby women can meaningfully participate in preventing, mediating, and resolving conflict and countering terrorism, in ways that promote stable and lasting peace, including in conflict-affected areas. The second purpose was to develop insights and recommendations covering a wide base of WPS initiatives focused on implementation of WPS narratives in doctrine and within other DOTMLPF-P domains across the Army.

Event: A diverse WPS WG of over 30 participants received various update briefs from the PKSOI Army Lead, TRADOC WPS Lead (Army University), PKSOI Doctrine Subject Matter Expert, and the Joint Staff J-5 (GPP - Stability Humanitarian Engagement Management Division under WPS), including a noon-time panel, providing insights into the mid-April anticipated WPS National Strategy (and the status of subsequent DoD working policies). Twelve small-group breakout activities converged on 42 capability responses under six of the eight domains within DOTMLPF-P resulting in beginning estimates covering approximately 16 pages of recommendations/requirements to further inform the Joint and Army force in implementing WPS. Joint doctrine focused primarily on JP 3-0 (Operations) across five major themes.

Participants: Most participants were WPS lead alternates and/or relatively new to WPS within the DoD (and the Army) - partly due to a concurrent Operational Gender Course. This fresh group of leadership at PSOTEW offered a unique opportunity for new insights/ideas while bringing inspired interest and motivation in leaning forward on efforts in support of the anticipated WPS Strategy. Participants covered one deep from each region (COCOM or ASCC), interagency, NGO, Academia and Institutes. This talented group of individuals were successful in meeting objectives and deliverables including key engagements from the G-3/5/7, G-1 (Director of Innovations and Outreach/Army Talent Management Task Force), USMC (Civil Affairs Occupation Field Manager), Department of Distance Education (USAWC), Army University (TRADOC WPS Lead), USMOG and One Earth Future.

Objectives (Met):

1. Examine common WPS themes applicable for Joint Doctrine and informed by the anticipated DoD WPS Strategy and Implementation Plan (Day 2).
2. Conduct a Noontime WPS Panel on the Status of U.S. WPS (Day 2) Strategy and the way forward.
3. Forecast WPS narratives to support the Land Component force in meeting requirements through a capabilities analysis (Shaping exercise -Afternoon of Day 1).
4. Establish a common understanding of operationalizing WPS by reviewing the PSKOI Draft Revision of the "CDR and Staff Guide on WPS: Integrating Gender Perspectives into Military Operations" (Pre-read material).

5. Expand and strengthen the WPS/gender network (Day 1 &2); Provide a No-host WPS WG networking Social (Day 2).

Summary: The WPS WG engaged in rich discussion throughout the day and half activities. The small break-out groups on Day One and Day Two resulted in numerous insights and valuable recommendations covering a wide base of WPS initiatives focused on implementation of WPS narratives in Doctrine and within other DOTMLPF-P domains across the Army. The WG conducted an after action review and stressed the imperative of sustaining communication within the WPS network to strengthen and support a unified effort.

Deliverable/Way Ahead:

1. A Post-PSOTEW WPS Support Package will be distributed electronically to stakeholders across the WPS network. This includes the estimates collected across the DOTMLPF-P domains for consideration in integrating WPS across the force and to inform future DoD implementation policies.
2. The PKSOI WPS Army Lead will aid in facilitating (coordinate with TRADOC WPS Lead) appropriate Army representation in support of Joint Staff tranche 120-day roadmap to complete WPS implementation documents.
3. The PKSOI WPS Army Lead will: 1. Work with the TRADOC WPS Lead (and Army Press) to finalize the PKSOI DRAFT “Commander and Staff Guide to WPS: Integrating the Gender Perspective into Military Operations;” 2. Coordinate with SOLLIMS Staff to appropriately post as a ‘Running Estimate’ on the PKSOI website.
4. The PKSOI WPS Army Lead, in coordination with the TRADOC WPS Lead will identify a battle rhythm and communication plan among the WPS network as transitioning activities continues.
5. Upon issuance of the WPS Strategy, the PKSOI WPS Army Lead will support Army Taskers requesting an Initial Estimate (leveraging the 2018 WPS Data Call) from across the Army commands to establish a baseline while simultaneously standing up WPS representation. Key hubs for example can include Peace and Stability Operations, Irregular Warfare, Security Cooperation, and other major concentrations.
6. The PKSOI WPS Army Lead will anticipate assistance needed to clarify funding support for beneficiaries identified in DoD instructions for WPS initiatives within the Army (once published), and to meet opportunities of the fiscal year spending requirements.
7. The PKSOI WPS Army Lead will aid in synchronizing (with TRADOC WPS Lead) within curriculum development under USAWC’s School of Strategic Landpower (and DDE) and, between Army University mainstreaming of WPS concepts into leadership and education activities to address WPS initiatives (to address large-scale combat, security cooperation and other IW WPS training opportunities).
8. As appropriate, the PKSOI WPS Army Lead will consult with Army Futures Command, FORSCOM and the Strategic Studies Institute SSI (USAWC) in collaboration with IW, peace and stability operations activities and other entities under CAC to consider best system practices in place to integrate DOTMLPF-P capabilities across the human security environment. Consider focus within PKSOI geared to the meaningful participation of women in peace and stabilization processes, within the continuum of peace operations, in conflict prevention, and within peacebuilding efforts.
9. The PKSOI WPS Army Lead will collaborate with Army Protection of Civilian subject matter experts to identify common areas of interest and unified effort.
10. Continue to Pilot the PKSOI WPS video: “An Introduction to WPS” (Part One to training the Army). Analyze responses from survey to inform training needs at different levels.
11. Consider feasibility and assistance between PKSOI WPS Army Lead and TRADOC/CAC initiatives in unifying efforts across Human Security domains such as (for example) WPS, Protection of Civilians, Children and Armed Conflict, Human Trafficking, Sexual Exploitation and Abuse, and Human Rights. Other areas considered include Cultural Property Protection.

12. Anticipate efforts in support of the Annual WPS Data Call in FY 2019.

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2019 PSOTEW WPS Working Group Lead
PKSOI, WPS Army Lead Integrator

PSOTEW Women, Peace, and Security (WPS) Working Group (WG)

3-5 April, 2019

The WPS Strategy: The WPS Strategy aims to make meaningful progress around the world to empower women in preventing conflict and building peace, while endeavoring to rectify the disproportionate, adverse impacts of armed conflict on women and girls.

This Strategy defines women's political empowerment and equality as the end state whereby **women can meaningfully participate in preventing, mediating, and resolving conflict and countering terrorism, in ways that promote stable and lasting peace, including in conflict-affected areas.**

The WPS Strategy identifies three separate, yet interrelated, strategic objectives that must be achieved and aim to make demonstrable progress by 2023:

- Women are **more prepared and increasingly able** to participate in efforts that promote stable and lasting peace;
- 2. Women and girls are **safer, better protected, and benefit equally** from government and private assistance programs, including from the United States, international partners, and host nations; and
- 3. The U.S. and partner governments have **improved institutionalization and capacity** to ensure WPS efforts are sustainable and long-lasting.

A holistic definition of security is important because global insecurity impacts our homeland.

2019 Peace and Stability Operations Training and Education Workshop
Women, Peace, and Security Working Group
Information Paper and Beginning Estimates

This information paper aims to provide an overview of the activities that occurred during the WPS WG while also serving as an educational tool to communicate key takeaways collected related to informing implementation of WPS within the Joint and Army environment. This also may serve as a beginning (initial rough estimate) for Services, COCOMs and aligned ASCC's. The Working Group viewpoints included below are not necessarily the views of the DoD, PKSOI or the Army. Details are provided to aid those engaged in integrating WPS as a way to discuss (consider) and/or exercise WPS initiatives within their areas of responsibility.

Support Material (attachments):

WPS Act

WPS Information Paper

PKSOI Draft "Commander & Staff Guide to WPS: Integrating a Gender Perspective into Military Operations"

PKSOI SOLLIMS Sampler: "Operationalizing WPS"

PKSOI Pilot Video: Introduction to WPS (Part 1): <https://youtu.be/QHR0cB497cw>

Pilot Video Questionnaire for Training the Army

PSOTEW WPS WG Agenda

2018 HQDA Annual WPS Data Call

Summary of Responses to Pre-WPS WG Questionnaire

List of proposed doctrine (JP and Army) for inclusive WPS narratives

Consolidated WPS WG After Action Review

PSOTEW WPS WG Outbrief slides

WPS WG Theme: The DoD WPS Strategy and Implementation: Forecasting the WPS Narrative to support the Land Component Force in Meeting Requirements.

Day One Facilitator Talking Points:

We will **challenge ourselves** as we have in the past consecutive 2 years to focus not only on the Joint environment, but also focus on how WPS applies to Army landpower operations.

We **continue to make incremental strides** forward. This year, the Army experienced its most robust Annual WPS Data Call as more commands stepped up to address what activities they accomplished in intergrating WPS, that was both quantative and qualatative.

This year under the J5 we rolled up across all the services, and combatant commmands **proposed tasks and resources needed to implement WPS over the next 5 years.**

And under the J7, we moved from a Pilot **Operational Gender Course (OGC)** to, as of this week, the 3th regional OGC occuring in USINDOPAC and one soon to commence for AFRICOM and EUCOM combined.

Under PKSOI, we now completed another **Draft of the “Commander and Staff Guide to WPS: Integrating a Gender Perspective in Military Operations.”**

We are now also **piloting a video that is the first of series called, “An Introduction to WPS.”** This video comes with a **one-page Survey-Questionnaire** that we would greatly appreciate your feedback on. Your insights are extremely valuable to guiding us on training the U.S. Army. Please respond back to myself (COL Oswald, PKSOI Integrator WPS Army Lead). The video is 24 minutes in length and meant to be Part One of a Series of WPS Videos. Given the WPS Strategy is not out yet, the video was shaped to lead the learner up where we are now (and to speak about the National Action Plan on WPS as a former document but still educate on how the concepts surrounding WPS were formed and their significance). **Part II Video would then begin with the WPS Strategy and any DoD (and follow-on U.S. Army initiatives) Directives that come from the WPS Strategy.** Again your feedback is extremely valuable and we ask if you have the time, to provide feedback. You are welcome to share this video with others to advocate, educate and train, and/or as a way to ask for feedback on training insights on WPS for the U.S. Army within units. If you do show to a group of staff or Soldiers and can gain feedback from them, this would be a strong force multiplier in assisting us in gaining valuable insight. This also may be a way to support you in introducing WPS by engaging in a discussion on if they found the video helpful and significant to their own work.

These are among some of the major accomplishments in the last year both under the DoD and within the Army. I am sure you have big wins too and we want to continue to collect and share out best practices! PKSOI currently uses the Stability and Operations Lessons Learned Information Management System (SOLLIMS) to collect best practices and then consolidate around themes each year. **We encourage you to utilize SOLLIMS as a resource (including the WPS Portal)** and also to provide your own input for the WPS community to learn from. PKSOI is also working with the **Center for Army Lessons Learned** to synch the way forward.

The WPS Act is Law: The fact that the United States has an actual law on Women, Peace, and Security (WPS) is a significant event in our history and informed by a 2011 and revised 2016 National Action Plan on WPS inspired by UNSCR 1325 and subsequent resolutions. We have come a long way.

The WPS Act is inspirational as it is profound - as it speaks to the important engagement of 50% of the world's population. The WPS Act identifies an opportunity for the DoD. It directs that we train relevant personnel, as appropriate, "in conflict prevention, peace processes, mitigation, resolution and security initiatives that specifically address the importance of the meaningful participation of women" as key stakeholders.

This is the work that brings us together. This is the common ground that we share with each other as we get to see what we can create and move in a positive way to inform our actions, initiatives and programs related to implementation of the WPS concepts at the Joint level and within the Army.

Where else do we get to do this work? We have hundreds of years of diverse and amazing experience and passionate leadership during PSOTEW (WPS WG) when we put us all together. Let's challenge to converge on all our ideas and consider the possibilities and be bold to put them on paper.

WPS WG Activities: For the Army, as it presses forward with a focus on maximizing Soldier lethality (and equipping for near peer conflict across a continuum, and large-scale combat operation and within a wide range of operations), our WPS working group has a unique opportunity to identify and provide solutions for gaps in Army landpower capability. We will focus on this part during the half day on Day 1 (various domains within DOTMLPF-P) and consider its application during the full day on Day 2 (Doctrine).

Today (afternoon of Day One) will be a shaping exercise for us to prepare for tomorrow's focus on Joint and Army doctrine under the guidance of the J5 GPP (WPS Portfolio) staff.

In the Army, **WPS touches all levels of command and all types of land force operations.** It occurs within all types of military activities and is further enhanced when applied within the multi-domain battle and Joint, Interagency, Intergovernmental, and Multinational environment.

The WPS Realm: What is our bumper sticker to say? For today I propose this: that "War is a human endeavor that is not picky when it comes to gender."

Women in particular hold a special influence within the family and their communities. In many regions of the world, they are the backbone of a society. Ultimately, WPS speaks to the **complex role that gender plays in the security environment and impresses on an imperative for commanders and staff to think critically about gender-related factors that influence a society and culture in ways that can affect the development of a plan, the success of an operation and ultimately the mission.**

By leveraging an enhanced situational awareness using gender analytical constructs, among many other things, commanders and staff increase their ability to influence or exercise control within their areas of operation.

This is why we are here. Within the WPS WG, there is an impressive depth of expertise. We CAN tackle this complex problem and identify and fill gaps in Joint and Army capability. It is through this productive discourse of diverse leaders that we can only tackle this complex problem. I challenge you to have fun, network and challenge yourself and others to push the intellectual bubble to move us a step closer to what we want moving forward. And that is, a viable strategy to ensure that DoD can effectively implement at all levels within the WPS Lines of Effort.

We envision through the meaningful participation of women a world where they are capable, safer and better protected and benefit equally, and there is improved institutionalization and capacity by the US and partner governments that ultimately results in peaceful societies.

This is the 3rd consecutive time the WPS WG has met annually and we have enjoyed robust participation. We continue to grow and we continue to grow stronger. The expertise you bring to the WPS table today is valued.

*Many of us in the **WPS community are multi-hatted** and we experience WPS still occurring in a vacuum.*

*As **we continue to transition WPS informed by the WPS Strategy**, we look to change this but in a way that works for the warfighter so it eventually becomes automatically engrained in everything they/we do. We will achieve a strategy and implementation plan to move forward in our requirements.*

PKSOI DRAFT GUIDE TO WPS: *Some of you are very familiar with this document (Guide) and others may have reviewed it for the first time. This was a 'read-ahead' provided to you to prepare for the WPS WG. We will not be going over the guide in depth but it is a tool for you to use in your working groups and I may refer to it for certain information to support you. For example, there are areas in Guide that covers current doctrinal narratives.*

There are a few items I want to tell you that we added in the Guide. We adjusted the discussion on the multi-domain environment. We added information on the gender network. We added and aligned the OPORD information as one inclusive product. The entire Guide was also reorganized.

The Operational Gender Course (OGC): *Also, right now while we meet, the 3rd U.S. Joint Certified Operational Gender Course is occurring under INDOPACOM in Hawaii. The agenda for the OGC follows the same pattern as the Guide. As the OGC evolves and we collect new best practices to inform training, the guide too can be advanced to fill in any gaps. We welcome your thoughts on the current state of the Guide and any gaps you see or adjustments you recommend.*

Other efforts *that are pending include proposed WPS narratives in the Joint Publication (JP) on Foreign Humanitarian Assistance and the Field Manual on Stability. As part of the WPS WG material, we highlighted which JPs and Army doctrine is recommended for inclusion of WPS narratives. We also provided a copy of the DOTMLPF-P definitions and the questions within each domain from the Army Capabilities Integration Center under TRADOC. For Day 2, one of the key documents are some hard copies of current proposed WPS narratives I spoke of above. There are also narratives for recent doctrine in a section in the Guide that is already approved.*

Before we begin the Shaping Exercise this afternoon (Day One), Dr. Lisare Babin from Army University and the WPS Lead for TRADOC *is going to speak to you about TRADOC's Philosophy on training the Army on WPS (Note: Dr. Babin's presentation may be provided separately).*

*Next, **4 breakout groups** will apply real world Army capabilities for implementation of WPS using the DOTMLPF-P domains to identify what capabilities are needed to advance integration of WPS across the Army force.*

- *How we are going to Integrate WPS across the DOTMLPF-F framework for WPS concepts related to capabilities within the Army?*
- *What will be required to institutionalize WPS within each DOTMLPF-F areas?*

The goal is to write a paragraph on the recommended changes, adjustments or issues under each Domain. The 4 groups will break up into the following domains: Leadership & Education, Training, Organization and Personnel, and Policy.

Day Two: Tomorrow, representatives from the Joint Staff/J5 Stability and Humanitarian Engagement Division within the Global Policy and Partnerships (2D769) focused on WPS will present the status of the U.S. Strategy on WPS and discuss the way forward for Implementation. This will include a deep dive into considering which Joint Doctrine would benefit inclusivity of WPS conceptual narratives to support Strategic lines of efforts. We will look for an opportunity to parallel Army efforts considering applicable Army doctrine.

Day One Breakout Group Brief-Back/Discussion Focused on Training the Army (Organization, Training, Leadership & Education, Personnel, Policy) Beginning Estimates

1. Organization and Personnel Breakout Group: The Organization and Personnel breakout group proposed a future WPS strategy-compliant structure using a strategic, operational, and tactical construct. Recognizing a complete force structure change is unlikely given current budget environment but acknowledging that having an organizational structure that recognizes the importance of gender issues in security and stability operations are critical to successful operations, the group recommended a hybrid. At the tactical level, units will identify gender focal points (GFPs). These gender focal points will be specifically trained in gender analysis and awarded additional skill identifiers as a result of this specialized training. At the operational level, personnel will be a combination of specially-skilled personnel with ASIs and those given a new gender analyst “functional area” or occupational specialty. Being accepted into this functional area will be competitive and require an assessments process and additional specialized training. These personnel will fill military gender field advisor positions (MGFs). At the strategic level, key billets will be either gender advisors (possibly senior civilians at the executive level) or military gender advisers (MGAs).

To summarize the structure that we recommend:

1. Strategic Level—Military Gender Advisors
2. Operational Level—Gender Field Advisors
3. Tactical Level—Gender Focal Points

Force structure changes will be required at the operational and strategic level to create the positions for full time “functional area” (MOS) specific military gender advisors. In order to ensure a career path for officers and enlisted who qualify to become military gender advisors at the operational and strategic level, positions in Army structure, joint, NATO, and deployed units must be identified and properly coded.

Key branches for consideration for the gender focal point additional skill identifier include: foreign area specialists, military police, civil affairs, intelligence, and special forces.

In addition, one of the most important observations of the group is that understanding human rights violations as a security challenge that must be thoroughly considered with a gender perspective is key to operational effectiveness in all theaters.

Note: Questions that informed the above narratives included the following:

Organization to operate equipment; Proposed change in Force Development Update (FDU); Impact of the organization; Units to provide logistical support; Potential requirement for new organizations; Organization responsible to implement changes; Joint organizational considerations.

Requirement for additional personnel to operate equipment; Existence of necessary skills to operate/support equipment; Personnel implications (MOS/SSI designations); Contract personnel to support equipment; Training-Transient-Hospital-School implications; Office/Agency responsible to resolve issues and timeline.

2. TRAINING Breakout Group:

Re: By whom will training be executed? We recommend based on the range of training needed (both integrated PME as well as Total force - RA, USAR and ARNG) understanding the PPBE process, as well as TAA process, that the initial solution set to start will require contractor training teams, but that will be dependent on the CATS developed for the tactical teams as they conduct their readiness training prior to a CTC rotation to certify. We propose this would not be a need for MTTs.

Re: What schools will take the lead to implement training?:

For PME, TRADOC/CAC has the lead to incorporate within CoEs.

For your leadership schools. We recommend to have some block of instruction at ILE, USASMA, AWC, WHINSEC, and Pre-Command Courses.

As part of pre-deployment/certification, there would be some instruction and evaluation at the CTC and RAF training conducted (by 3-353rd and, then instruction already provided by USMOG prior to UN deployment-individual).

We recommend the major proponent to be considered is MCoE and incorporated within MATA for any ASI producing course.

Re: How many courses will be added to the curriculum?: We recommend considering this as a familiarization block in initial entry with scenario discussion (this can also include USAMA, ROTC as part of "values training"), for NCO and Officer training such as BNCOC, ANCOG, OBC, CCC, ILE. We recommend focus to be on leader requirements in analysis of environment/mission analysis. We recommend blocking (no more than a week) by MATA for ASI production.

Re: Are there Joint requirements?: Based on the WPS Act, we assess Joint requirements but Army as the Joint Proponent cannot "make" the services or GCCs agree to 'joint' training standards. That needs to come from OSD and JS.

Re: Is there suggestion of a new MOS or SSI? Focus and belief of team was for Army no more than ASI/SSI as it should then be incorporated into specific slots within a "3" planning staff at BCT and higher in MTOEs/TDAs.

Re: Is a new MOS required? We assess not applicable. If focus is institutionalization, this is basically a job by an O1A officer equivalent.

Re: Resources needed by a school to support training? TRADOC and FORSCOM may need some additional resource TDY cost to ensure GENAD training for instructors/ Observer-Coach Trainers but, this needs to be minimal in today's environment.

Re: Training Aids, Devices, Simulators and Simulations needed: We recommend as an additional duty not seeing this as adding instructors but conducting within existing instructors.

Re: Resources needed to support course material: There will be some start up requirements for SMEs to develop POIs based on current existing training, however should be minimal, the important piece will be the updates to training/POI based on operationalization and new scenarios from experiences downrange.

Re the following three questions:

Training Aids, Devices, Simulators, and Simulations required

Training required for support or maintenance personnel

Projected total cost and timelines for training support to field in Army

Projected total cost and timeline to support training for other Services

The Group recommended finding an experienced individual in this area to comment in relation to the total cost. There was agreement that this needs to be a minimal cost approach going forward based on current budget environment.

3. LEADERSHIP & EDUCATION Breakout Group:

Re: New leadership required. WPS education needs to be integrated into existing curriculum where appropriate.

Re: Changes to existing leader courses: WPS education will be crawl, walk, run where Soldiers early in their careers (Officer and Enlisted) will get exposure to the WPS terminology as it relates to their Basic and Common Core classes to develop a foundational awareness of WPS initiatives. At mid-career they will receive more advanced WPS education to create situational understanding as it relates to their areas of specialty for application to mission related activities. At senior levels of their career they receive more advanced education where they create new knowledge that relates to incorporating WPS initiatives to strategic considerations.

Re: Unit level professional development courses required: Different instructional modes will be used to incorporate WPS initiatives into current Professional Military Education (PME) such as updated vignettes, case studies, examples, etc. that have a gender viewpoint.

Re: Cultural barriers or drivers to overcome: Experimental topics related to WPS can be tested in in electives that are meant to be current and innovative supplements to core curriculum as appropriate in Army school houses and centers of excellence.

Re: Resources required to enable leadership to use this capability: Updating PME to include WPS concepts can be done via current readings, pod casts, guest lecturers, videos, etc. that highlight WPS considerations as appropriate.

Re: School/organization responsible for implementing these changes: Developing diverse working groups that include different MOSs that need to work together for WPS types of events (i.e., Gender-based violence includes: MPs, JAG, medical staff, civil affairs, etc. - all working together to create a viable package to prosecute GBV crimes)

4. POLICY Breakout Group:

CJCSI 3010.02E: Policy can direct, assign tasks, prescribe desired capabilities, and provide guidance...Policy...establish requirements for joint concepts and capabilities.

WPS ACT: ...promote meaningful participation of women in all aspects of overseas conflict prevention, management, and resolution, and post-conflict relief and recovery efforts

Two Questions:

- Will fielding the capability require any changes to existing policy, Army Regulations, Joint Instructions, etc.

--Yes, in multiple areas.

- Are there any changes in public law required?

--No, not at this time. Given that the WPS Act is fairly new, the NAP has just been signed, and the DoD Implementation plan is not final, it is too early to look at changing additional laws.

Policy provides guidance and direction, and must be both actionable and understandable. By nature, Policy touches all aspects of an organizations functions. With regards to the WPS and GENAD program, there will be Policy changes, and new policies required across many areas. Some of these areas are detailed below with recommendations for areas that should be further explored. While these recommendations came from an Army-centric working group, the principles are broadly applicable across the DoD organizations.

It is important to stress throughout policy *Why* we are integrating WPS. Namely, it seeks to improve operational effectiveness and increase visibility, access and influence for underrepresented populations. Policy should also clearly state the impact of *Not* empowering women. All policy, regardless of the level, should be written with the understanding and intent that WPS/Gender programs are a force enhancer and a tool for increasing security and the success of operations. Empowering women and taking special concern for vulnerable populations based upon a Gender lens is not done without purpose, it is done to increase the effectiveness of Security structures. All policy should be clear enough to describe *How* to incorporate WPS into tactical, strategic, and operational levels.

Funding:

- Policy should integrate WPS concretely into existing funding streams.

- Direction and Guidance is required for the usage of funding tagged for WPS. Currently the \$4M chop for the Combatant Commands has gone to the service, but there is little direction for how Combatant Commands can use this funding. Particular areas that need to be defined are: Usage for partner nations (PNs), level of training (For example, TDY budget only for the GENAD or useable for other directorates in the command), and what the Service cut of this funding, if any.

- Current contracts should be reviewed for areas that already support WPS, and where possible, modified to cover WPS requirements based on each command's needs. This process helps to find efficiencies where current funding can support WPS activities, and allows for non- or low-cost contract modifications for specific requirements.

Legal:

- The left and right arcs of fire need to be established for the services, COCOMs and subordinate commands with regards to what engagement authority each has. Additionally, the legalities of funding need to be considered to determine where it can be applied.

Gender Network:

- Joint Staff, Services, and COCOMs owe guidance on the establishment of their own Gender Networks. A baseline framework would include at least 1x GENAD at the Command level (POLAD level at the GCCs with GFPs as part of the team), with a Gender Focal point for each directorate. This structure could be adapted for subordinate units to allow for additional duty WPS/Gender Subject Matter Experts at the unit level.

- The Network would be cross-functional, and it would be inter-service, interagency, and as appropriate, connect to the networks of external agencies. This includes organizations such as NATO and the UN, as well as Civil Society inclusion.

- The regional centers (Marshall, Perry, NESAs, etc.) would be a great resource for connecting the network as well as assisting with academic development.

Institutional Capacity Building/Institutional Change

- Policy should consider both our PN institutional capacities, as well as our (U.S) own infrastructure. Changes may be required to highlight the importance of WPS. These changes should be cost-neutral as much as possible.

- Consider developing a Special Experience Identifier or ASI for Gender Focal Points, gender leads, and others in the Network.

- PME, Officer/NCO education and training is one of the best opportunities to shape the WPS narrative and educate the force on both the effectiveness and importance of Gender matters in the operational environment. This serves a dual purpose of training our PNs as well when their members take part in U.S. PME.

- Inclusion of Gender matters into pre-deployment training is also necessary to ensure that the concepts are being properly integrated into field operations. This would include training for specific AORs.

Day Two Facilitator Talking Points

Note: A group AAR was conducted on Day 2 in the morning covering Day One activities. See the AAR information in the Post-PSOTEW WPS WG support package.

Intro / Update on Strategy / IP development process

Introduction: Strategy

- NSC currently putting finishing touches on it - deconflicting messaging with the W-GDP initiative
- Most of us have seen the DRAFT strategy – predecisional /not for distribution
- Moving away from traditional pillars (participation/prevention/protection/A2R2/institutionalization) towards end state of meaningful participation

The WPS Strategy therefore aims to make meaningful progress around the world to empower women in preventing conflict and building peace, while endeavoring to rectify the disproportionate, adverse impacts of armed conflict on women and girls.¹

This Strategy defines women’s political empowerment and equality as the end state whereby **women can meaningfully participate in preventing, mediating, and resolving conflict and countering terrorism, in ways that promote stable and lasting peace, including in conflict-affected areas.**

To work toward this end state, the WPS Strategy identifies three separate, yet interrelated, strategic objectives that must be achieved. These strategic objectives aim to make demonstrable progress (defined below) by 2023:

- Women are **more prepared and increasingly able** to participate in efforts that promote stable and lasting peace;
- Women and girls are **safer, better protected, and benefit equally** from government and private assistance programs, including from the United States, international partners, and host nations; and
- United States and partner governments have **improved institutionalization and capacity** to ensure WPS efforts are sustainable and long-lasting.

Implementation Plan Development

- OSD-led / 120 days
- Proposed Process / slide: Timeline
- Proposed Deliverables (SAPR Strategy and Implementation Plan + DODD)

¹ Security Council Resolution 1325, October 31, 2000, S/RES/1325

- Slide: proposed Draft DoD Gender Parity Directive
- Potential spin offs of our WPS policies as partner nations and allies often model their products off of ours

1215-1330 *Noontime Lecture (WWA) – Status of U.S. WPS (WPS basics / WPS legislation / foreshadowing on strategy and IP development process)*

What is WPS?

The WPS Agenda—started by UN Security Resolution 1325 in 2000—recognizes the importance of gender dynamics in international and national security policies. WPS recognizes the disproportionate impact that armed conflict has on women and girls and underscores the importance of meaningfully involving women in preventing, mediating, and resolving conflict and countering terrorism, in ways that promote stable and lasting peace, including in conflict-affected areas.

What does the WPS Act do?

- 1) It requires a government-wide strategy: the act says that within one year of its enactment, and again four years thereafter, the President in consultation with the heads of relevant federal departments and agencies shall submit to Congress a WPS strategy. The US currently implements the NAP on WPS, which was issued in 2011 and then updated in 2016. The NAP was created via an EO, leaving it vulnerable to repeal by subsequent Administrations. With the passage of the act, Congress ensured that women’s inclusion is a focus, no matter who sits in the WH.
- 2) It increases accountability: the act requires written reports from the President and regular reporting to relevant congressional committees by the secretaries of state, defense, and the USAID administrator.
- 3) It requires collaboration across the federal government, and specific plans within federal agencies: State, DOD, and USAID are listed in the Act as critical to advancing the WPS agenda and are called upon to contribute to the overarching National Strategy as well as have their own implementation plan.
- 4) It empowers women and emphasizes their agency: for too long, women have been largely viewed as only victims of violence or passive recipients of support. The act emphasizes the importance of integrating women’s interests into conflict prevention and of consulting women during peace negotiations.
- 5) It requires training for military personnel: relevant personnel should receive training on strategies for ensuring meaningful participation by women.
- 6) It emphasizes data collection: the act says that the WPS National Strategy shall “include specific and measureable goals, benchmarks, performance metrics, timetables, and monitoring and evaluation plans to ensure the accountability and effectiveness of all policies and initiatives.” It also urges the administration to “collect and analyze gender data for the purpose of developing and enhancing early warning systems of conflict and violence.”
- 7) It has bipartisan support: champions include Kristi Noem (R-SD), Ed Royce (R-CA), Eliot Engel (D-NY). Several members of the military were also supportive of this bill (were

thinking about the future of Afghanistan and the importance of integrating women's voices into that process).

=====US STRATEGIC SECURITY INTERESTS=====

A holistic definition of security is important because global insecurity impacts our homeland. Regions of conflict often provide safe haven for terrorists and other illicit actors; become proxies for broader wars between nation-states; and lead to massive population displacement, migration, and further regional instability. If we aren't taking a gendered perspective to conflict, we will miss many of the early signs of this conflict: women being forced to cover their heads or to stop listening to music, for example, is a tell-tale sign of rising religious extremism. An increase in child marriage is another, since it reflects that parents are responding to increasingly desperate financial or security situations by effectively selling their daughters to older men who they think can provide for them.

Note: A Day Two AAR was collected from each participant, consolidated and sent out following PSOTEW for group feedback. See the Consolidated AAR in the Post-PSOTEW WPS WG Support Package

Day Two Breakout Group Joint Doctrine Themes

(Defense WPS Themes; Suggestions – Not all inclusive):

- **Gender Perspective** – application of a gender perspective can be done by anyone, preferably with proper training so as to standardize the process and product; the goal is to have a gender-responsive (instead of gender-blind) force, to include personnel, policies, operations, training, doctrine, etc.
- **Women in Security Sector** (influencing PN) – an organic way to get to a GP is to increase the number of women; for DoD this means within the security sector of our PN; UN Women sets the threshold for meaningful participation as needing critical mass of 30% (but not more than 60%) along with decision-making power
- **Early Warning and Conflict Prevention:**
 - Research shows that women can improve the efficacy of early warning and conflict prevention strategies due to their central role in many families and communities which affords them a unique vantage point to recognize unusual patterns of behavior and signs of impending conflict.
 - Evidence exists that incorporating women in strategies to counter violence extremism can help to mitigate radicalization as they are well placed to challenge extremist narratives in homes, schools, and social environments, and have particular influence among youth populations.
 - Women are positioned to detect early warning signs of radicalization because their rights and physical integrity (and children's) are often the first targets of fundamentalism.
- **Gender Based Violence**
 - **Umbrella term for any harmful threat or act directed at an individual or group** based on actual or perceived biological sex, gender identity and/or expression, sexual orientation, and/or lack of adherence to varying socially constructed norms around masculinity and femininity. It is rooted in structural gender inequalities, patriarchy, and power imbalances.
 - **Typically characterized by the use or threat of physical, psychological, sexual, economic, legal, political, social and other forms of control and/or abuse.**
 - **Affects individuals across the life course** and has direct and indirect costs to families, communities, economies, global public health, and development.
 - *Department of State, United States Strategy to Prevent and Respond to Gender-Based Violence Globally, 2016 Update:*
<https://www.state.gov/documents/organization/258703.pdf>
 - *Work by Texas A&M's Valerie Hudson shows that societal rates of gender-based violence are stunningly predictive of mass violence. She found that the single biggest predictor of whether a state experiences civil war or war with its neighbors is not its GDP, its predominant religion, or even its regional location. It's how women are treated.*
- **Sex and Age Disaggregated Data (SADD):** J2 and intelligence community;

Day Two Breakout Group Brief-Back/Discussions Focused on Joint Doctrine (of DOTMLPF-P) Beginning Estimates

Breakout Group One regarding JP 3-0 (Operations): Our working group broke into two groups to review JP 3.0. We decided to give each group key words to search for possible places to include language associated with the WPS strategy. The key words we started with were “humanitarian” and “stabilization.” We later added “analysis.” We shortened the words search to “human” and “stab” so we could find variations on the words (For example, stability).

We contained our search to the first three chapters. The key places we determined would be appropriate places to include “WPS” and/or “gender analysis” language were:

- Joint Forces Operational Concepts
- Commander’s Intent
- Key Leader Engagements (leverage information, to include gender analysis) JIPOE Analysis (which includes gender analysis and consideration of sex disaggregated data) Termination Criteria (humanitarian—women, men, girls, and boys—conditions expected at termination of the operation)

Breakout Group One regarding JP 5-0 (Joint Planning): This review of JP 3-0 led to several conversations of JP 5-0 as perhaps a more appropriate place to include gender analysis specifics/WPS strategy language. In our second session, we reviewed JP 5-0. As guidance to planners, we thought this would be an important place to reinforce the key concepts in the WPS strategy.

First, in “sources of guidance,” the WPS strategy would be included in the list of key documents (II-10).

Under “situational awareness” we could include increases in recruitment of child soldiers as an indication of a probable “unusual or critical event.”

In iv-11, population demographics should be expanded to include “women, men, girls, and boys.” WPS language should be included in the elements of operational design as well as part of the defeat and stability mechanisms.

The final two places we thought were prime for WPS language inclusion were iii-5 legal and moral authority and iv-17 in commander’s planning guidance.

Similar to our observations in the review of JP 3-0, we concluded that it is important to include reference to outcomes required by the WPS strategy from the very beginning of planning as guided and directed by the commander—commander’s intent, commander’s guidance—to the elements of design by planners all the way through expectations of operational outcomes.

Breakout Group Two regarding JP 3-0 (Operations):

1. Searching the Pub for use of “civilian” produced the following results that may require editing to include WPS aspects: 2 results related to Strategic Environment and National Security Challenges.

Page I-4, para C. - discussion of civilian influences would possibly include gender aspects

“A JFC’s OE, which encompasses all enemy, friendly, and neutral factors relevant to a specific joint operation, can include actions directed against a variety of state forces and non-state actors, to include insurgents, proxies, local warlords, criminals, and others. Civilians and organizations other than an enemy may also affect strategic outcomes. These actors may include the civilian population, host nation (HN) government, potential opposition leaders, international organizations, and NGOs.” Consider editing this para to include WPS considerations.

2. Page III-36 (8) Capabilities That Can Create Nonlethal Effects.

“Some capabilities can generate nonlethal effects that limit collateral damage, reduce risk to civilians, and may reduce opportunities for enemy or adversary propaganda. They may also reduce the number of casualties associated with excessive use of force, limit reconstruction costs, and maintain the good will of the local populace. Some capabilities are nonlethal by design and include, but are not limited to, blunt impact and warning munitions, acoustic and optical warning devices, and vehicle and vessel stopping systems.”

Consider editing this paragraph to include WPS considerations.

3. Page III-46 para g. Protection of Civilians.

Edit this para to include WPS considerations.

4. III-50 para (b). The early introduction of preventive medicine personnel

Consider editing this para to include WPS considerations.

5. V-3 para (5) NEO. NEO is an operation to evacuate noncombatants and civilians from foreign countries to safe havens or to the US when their lives are endangered by war, civil unrest, or natural disaster. See JP 3-68, Noncombatant Evacuation Operations.

Consider editing this para to include WPS considerations & JP 3-68 if there are cascading effects.

6. Page VIII-10 & 11 para. (2) Urban areas possess all of the characteristics of the natural landscape, coupled with man-made construction and the associated infrastructure, resulting in a complicated and dynamic environment that influences the conduct of military operations in many ways. The most distinguishing characteristic of operations in urban areas, however, is not the infrastructure but the density of civilians. Joint urban operations (JUOs) are conducted in large, densely populated areas with problems unique to clearing enemy forces while possibly

restoring services and managing major concentrations of people. For example, industrial areas and port facilities often are collocated with highly populated areas, creating the opportunity for accidental or deliberate release of toxic industrial materials which could impact JUOs. During JUOs, joint forces may not focus only on destruction of enemy forces but may also be required to take steps necessary to protect and support civilians and their infrastructure from which they receive services necessary for survival. As such, ROE during JUOs may be more restrictive than for other types of operations. When planning JUOs, the JFC and staff should consider the impact of military operations on civilians to include their culture, values, and infrastructure, thereby viewing the urban area as a dynamic and complex system—not solely as terrain. This implies the joint force should be capable of understanding the specific urban environment; sensing, locating, and isolating the enemy among civilians; and applying combat power precisely and discriminately. *For additional guidance on JUOs, refer to JP 3-06, Joint Urban Operations.*

Consider editing this paragraph to include WPS considerations & JP 3-06 if there are cascading effects

7. Page A-4 1. Legitimacy, para (3) Committed forces must sustain the legitimacy of the operation and of the host government, where applicable. Security actions must be balanced with legitimacy concerns. All actions must be considered in the light of potentially competing strategic and tactical-level requirements and must exhibit fairness in dealing with competing factions where appropriate. Legitimacy may depend on adherence to objectives agreed to by the international community, ensuring the action is appropriate to the situation and to perceptions of fairness in dealing with various factions. Restricting the use of force, restructuring the type of forces employed, protecting civilians, and ensuring the disciplined conduct of the forces involved may reinforce legitimacy.

Consider editing this paragraph to include WPS considerations.

8. Page B-1, paragraph 2. Fundamentals of Religious Affairs
a. Religious affairs is the commander's responsibility. Throughout planning and execution, commanders and staffs consider the possible impact of religion throughout the OA and area of influence. Religious beliefs and practices influence the adversary and may influence civilians and populations within the OA, impacting the ideology or functioning of the government. Consider editing this para to include WPS considerations.

9. Considerations by Location, Theme and Proposal are as follows:

LOCATION: I-3, Para one, following "The strategic environment is fluid, with continually changing alliances, partnerships, and national and transnational threats that rapidly emerge, disaggregate, and reemerge."

THEME: Gender Perspective

Proposed Language or Adjustment or Consideration: It is important to consider the roles, perspectives, needs, and interests all groups - men, women, boys and girls - within the

operating environment, with the understanding that gender and culture can shape emerging threats.

LOCATION: I-5

THEME: Gender Perspective/Women in Security Sector

PROPOSAL: Consider reviewing the following pubs for inclusion of women into the security sector and military ops: Chapter V, “Joint Operations Across the Conflict Continuum,” paragraph 3, “The Range of Military Operations.”

LOCATION: II-2

THEME: Gender Perspective/Women in Security Sector

PROPOSAL: Add to statement: “Commanders may also interact with other political, societal, and economic leaders and other influential people who may influence joint operations” to include local women.

LOCATION: III-23, para 3

THEME: Women in Security Sector/Gender Perspective

PROPOSAL: CMO activities should proactively seek to engage women and girls during relationship building with local populations, taking into account the relevant gender and cultural norms that could impact accessibility and operations.

LOCATION III-28, para 4.C

THEME: Gender Perspective/SADD

PROPOSAL: Include Gender Analysis, “Sociocultural analysis, Gender Analysis and identity intelligence (I2)...”

LOCATION: For additional information on CI and I2, refer to JP 2-01.2, Counterintelligence and Human Intelligence in Joint Operations. For additional guidance on the intelligence function, refer to JP 2-0, Joint Intelligence; JP 2-01, Joint and National Intelligence Support to Military Operations; and other subordinate JPs that address intelligence support to targeting, CI, HUMINT, geospatial intelligence (GEOINT), and JIPOE.

PROPOSAL: Review these references and ensure that Gender perspective is incorporated into intelligence doctrine and HUMINT processes – recognizing that women and girls broaden HUMINT collection efforts.

Page VI.6 (2) CT

Add “Use of sexual violence and sexual enslavement” to irregular warfare methods

Page III 28 (C.)

- Add in local women’s networks that provide information for early warning systems
- “Sociocultural, gender analysis and identity intelligence – including sex disaggregated data – activities enable a better...”

III 29 (3) CI & Human Intelligence

- Add in language referencing women as perpetrators, witnesses and victims of terrorist activity – act as early warning

III 46 (3) Protection of Civilians

- Add in additional section on CRSV or GBV or SEA as a detrimental impact on mission success.

III 47 (C.) Logistics (also key considerations section)

- Theater logistics analysis including gender and cultural analysis to inform gender sensitive budgeting. And add new section on disaggregated data (female detention centers, guards, sanitary products, etc.

VI-12 (b) Information Sharing

Add "Consider local informal women's networks that can provide on the ground knowledge"

VI-13 (C) Cultural Awareness

- Add in gender throughout when discussing cultural, political, economic considerations. Women heads of household can provide insights into the on the ground tensions or reactions. Consider Gender Analysis tools or reaching out to gender leads at the COCOMs

HUMINT

General where HUMINT is mentioned, gender analysis could be included

VII-7 (5) Intelligence Officers

- Add in section on bringing in the gender advisor who can bring in a gender analysis expertise.

Case Study:

Include a case study discussing the impacts of not considering the gender lens, and how this has been detrimental to a past operation.

Breakout Group Two Regarding JP 3-26 (Counterterrorism):

1. Weaponizing Gender: If the U.S. does not proactively engage with local populations and work with PNs to empower women, VEOs will do this. VEOs may have better understanding of local norms which gives them a greater benefit for coercing women and children and using them to further terrorist goals.

2. Mothers and Heroes: Defeating terrorist ideology starts in the home. Empowering women to take a strong role in society as leaders serves as a good example to their children. Women also may have a closer connection to children in some cultures, allowing them to instill counter-VEO ideas vaccinating against terrorist tendencies.

3. Terrorism is often grass roots, exploitation of resources at the local level gives VEOs greater strength.

4. Considerations by Location, Theme and Proposal are as follows:

LOCATION: I-3 para 2.B

THEME: Gender Perspective/GBV

PROPOSAL: Add women, girls and other marginalized groups as part of the political instability and demographic trends. Violence against women is more likely in underdeveloped regions. Empowering women as part of a larger economic roles increases security.

LOCATION: I-2 and I-3

THEME: Gender Perspective

PROPOSAL: "The population" is not monolithic, evening terms of gender, so the full range of considerations of who composes the population and their respective needs should be addressed. Also the differential access due to differences in social location should be taken into account when working to meet the needs of the population.

LOCATION: I-3 para 3.B

THEME: Gender perspective/GBV

PROPOSAL: Incorporate Trafficking in persons as a part of organized crime, particularly with regards to women, girls, and boys who may be at a higher risk.

LOCATION: I-4 C.2

THEME: Early Warning

PROPOSAL: Addition of WPS consideration into the prevention of terrorist development.

LOCATION: I-5 4.B

THEME: Early Warning, GBV

PROPOSAL: Add consideration for women and children as targets of terrorism and as tools to coerce local populations. Min-vignette female perspective. Women are not just victims, they can also be perpetrators.

LOCATION: I-6 para C.3

THEME: Early Warning, Gender Perspective, SADD

PROPOSAL: "...may support CT through...Gender Based Analysis and activities, security force assistance..."

LOCATION: I-7 Table

THEME: GBV

PROPOSAL: Update tables of examples. Incorporate ISIS usage of women in support roles as well as exploitation of women.

LOCATION: III-6

THEME: Gender Perspective

PROPOSAL: Partner Nation support should include understanding of local gender norms, gender based violence, and recommended actions for engaging with local communities.

LOCATION: III-26, Four steps of JIPOE

PROPOSAL: Defining the operational environment should include a Gender Perspective/Analysis. Should crosswalk with: For more information, see JP 2-01.3, Joint Intelligence Preparation of the Operational Environment.

LOCATION: V-2

THEME: Gender Perspective

PROPOSAL: Gender lens is

LOCATION: V-7

THEME: Legal basis for Use of Force

PROPOSAL: CJCSI 5810.01 and other documents focusing on ROE/RUF should include a gender lens in development. A proper Gender analysis of the applicable region may help the JFC to determine proper ROF/RUF.

LOCATION: V-8, Detainee ops

THEME: Gender Perspective, SADD

PROPOSAL: Add language "A Gender Analysis can assist with the proper handling of detainees. Understanding the roles of men and women in the HN as well as the risk of exploitation may help commanders control vetting processes."

Breakout Group Three Bullets on JP 3-0 (Operations):

- Might be a challenge to get “gender” in the JP 3.0, but can use the references to “population” as a POE to define population in a way to integrate gender in there.
- Agreed Commander’s Intent was a good place to integrate it, and in the annex, if it’s informative, to have the tools (USAID tools for gender analysis, collecting, reporting, and analyzing data, that maybe in an annex, you connect it to the Commander’s Intent, and maybe can even get the words gender perspectives in there.
- Gender component in terms of early warning systems and escalation criteria. Risk management – sometimes if we’re too general in what we’re saying, we can miss the mark, or it can be misinterpreted. Vignettes – included “Operation Restore Hope’ – gender vignettes could be incorporated across, not just for crisis response or shaping the environment.
- USAID was presented 8 times (indirectly, by having it in there, it forces folks to think about contacting USAID, but need something in the back, in the annex, that lists data-related agencies for gender, etc. Annexes are much more easily updated than the actual document itself.
- Common Operating Precepts (CIVMIL) and Operational Art might be a good POE. Planning really is an art, not a science, so including it in planning. There’s a lot around humanitarian assistance – not too many examples or vignettes, but could have a one-line example. Section, Chapter 6, when talking about network of contacts. It talks about cultural awareness, and you could easily add language referencing gender concepts there.

Breakout Group Three Bullets Looking at Doctrine from an Educational Point of View:

- Really looking at a process—oriented approach.
- How doctrine and education connect to each other. How do we teach things that are in doctrine in non-traditional ways to students?
- Being very intentional in the terms we use. Even if can't define it in doctrine or not laid out explicitly, we can socialize it and lay it out in more detail.
- Need for consistency and send a clear message in what we're talking about when we use these new terms, or use old terms in new ways.
- Will only be successful in the strategic, operational, and tactical if we're consistent.
- Need to bring in people who write the curriculum into this conversation, and find out what they need in order to be able to write the curriculum for that level of group.
- Army relies a lot on Bloom's taxonomy, but how do we do that across the services.
- Using systems thinking to introduce these concepts to students, and by the time they get to the War College, they already know it, and can apply it to a complex, chaotic world, which is what we want them to do.
- Teaching WPS – how do we incentivize what WPS brings, and why it's important to include it in education, because it's important in doctrine. Counterterrorism example was good, and these are the things we can bring into education and training.
- Particularly in the Army, we've been developing more Master's Degree programs, and looking at how to integrate gender topics (e.g., into counternarcotics)
- Not creating anything new, but incorporating into what's existing.
- War College also needs our help in identifying good speakers.
- Another place is to integrate it into Joint Intelligence University.

Breakout Group Four on JP 3-0 (Operations)

- Comments on GBV, EWS, and sex-disaggregated data.
- It's very easy to say, "consider gender", but unless you put in something specific the commander can use (e.g., sex-disaggregated data), it won't give the Commander much to go on.
- As this is new, WPS will require proactive engagements and integration into all levels of supportive documents to highlight this. Needs to remain open enough to capture full gender lens (including men and boys) – how to capture whole of society then highlight men, women, boys and girls. WPS is a little bit "women-centric." Human Intelligence – a good place to integrate the gender perspective. This is something that will have to say men AND women- encountering this in Afghanistan right now. Women leaders want more of a role.
- Case study – show examples of where intelligence was useful for us. Could put in a couple of case studies showing what happens if you do/don't incorporate a gender lens, which is some of the issues we have with Syria right now.
- This is an advising document, really is high level. So can elevate the human realm, as this is about human security, and incorporate it into the human security architecture.
- As we go through, there are multiple references to subordinate docs, but noted some of these were there should be more references to gender and WPS.
- Q&A: Question: Gender now goes beyond men, women, boys, and girls – do we see a need to add more? Answer: Not right now, needs to remain scoped.
- Comment: Gender is about societal roles proscribed, not a self-identity issue.
- Comment (presenter) – boys are a particularly vulnerable population (SV and recruitment.)
- Comment: As a humanitarian subject matter expert (USAID), when I look at some of the WPS material, we don't have a lot of guidance specific to children. UN and NATO updating all its guidance on children. From USAID, you have lots of child-specific programming, but within DoD not a lot.

Breakout Group Four Focus on JP 5.0 (Joint Planning)

- Big, so focused on a couple of areas.
- Chapter 1 – Understanding of the Problem. Planners should look at how to integrate the gender perspective within the “understanding the problem” to define the problem set itself.
- Areas of risk assessment for M&E and interagency planning. Should have 1-2 sentences about gender perspectives in risk assessments and planning.
- In operational planning – nothing in this section that would lead you to also include a gender perspective. It’s kind of interwoven with each of those subsets, but there’s nothing within those subsets that would let a reader understand the need to integrate gender perspectives.
- Chapter 4: Sex-disaggregated data would be useful to inform the planning process. Adding gender norms to understanding a holistic view of the problem.
- Chapter 5...Chapter 6 – Incorporate guidelines into indicators (into assessments) to understand gender development. Based on security cooperation, we’re doing assessments on the front end, not the back end, and the way the JP 5.0 is written now, it’s still on the back end.
- In 5.0 planning docs, a lot of times started utilizing words that were more at the tactical level, but pulling that out so that it didn’t limit the operational level (e.g., conflict, etc.)
- In developing your COCOM Theater Campaign Plan, this is where you’d want to integrate it to operationalize it.
- JP 5.0 is due for an update so this would be a good time to put in there.
- Comment: Since planners are included in everything, need to also include it in the training of all your planners.
- Comment: If wanted to set up a special WPS Planners Course that could be one of your electives to get credit towards your Master’s degree (JCWS is a qualifying 10 week program – a drag through JP 5.0; while the J... is a one year program.). Campaign planning, theater operations planning, and... planning. If you want to get this into the Combatant Command, need to get it into the JP 5.0.
- Comment: The assessments lead in Afghanistan: I never once had an assessment that included gender. Need Congress to ask some of these hard questions to make us do it.

//END//