Women, Peace, and Security in Professional Military Education

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Chapter Five
U.S. Army WPS Implementation Plan
Recommended Framework

There are two main approaches to operationalizing WPS. The first is gender balancing, which refers to equal representation of men and women and equitable distribution of resources and opportunities. For example, the lifting of restrictions to women in combat roles can be seen as gender balancing. The second approach refers to gender mainstreaming or the process of integrating and assessing gender implications of tactical, strategic, and operational level mission planning and execution. It is considering women’s and men’s interests and varying experiences in planning, policy, programs, and assessments at all levels. The two approaches to operationalizing WPS are largely informed by the theoretical underpinnings split between the overall increased participation and the role of women in the security sector and the broader security outcomes influenced by gender considerations. The following recommendations are organized along four lines of effort focused on gender mainstreaming and will seek to inform operationalization of WPS in the U.S. Army.

Line of effort 1: Seek and support the meaningful participation of women in the military decision-making process and across the development, management, and employment of the U.S. Army forces.

- End state: Women’s meaningful participation in and the incorporation of gender perspectives in the military decision-making process will increase and contribute to the U.S. Army’s mission effectiveness.

Recommended Planned Actions:

- Develop GENAD and GFP billets at the U.S. Army strategic, operational, and tactical commands in order to better facilitate integrating a gendered perspective into operations. The Army should leverage the training developed by the combatant commands to develop an online training module for GENADs and GFPs that is comprehensive, accessible, and standardized. GENAD and GFP prerequisites and training requirements should be clearly identified.

- Incorporate WPS pillars, gendered perspective, and gendered analysis into PME at all levels. (See sample framework in appendix C, page 249.)

- Include WPS objectives as part of the combat training center rotations training exercises.

- Mainstream the WPS agenda into Army strategic- and operational-level policy.
• Include WPS agenda in Army doctrine as the publications are updated. Develop an Army doctrinal publication specifically addressing gender in army operations. (See sidebar, page 235.)
• U.S. Army personnel preparing for deployment will receive additional instruction on UNSCR 1325, requirements under the Women, Peace, and Security Act of 2017, and gender perspectives in military operations. (See sidebar, page 236.)

**Line of effort 2:** Address security-related barriers to the protection of human rights of vulnerable populations, safety from violence, abuse, and exploitation, and access to humanitarian assistance.

• End state: Vulnerable populations, including but not limited to women, girls, and boys, are protected from violence, abuse, and exploitation and have better access to humanitarian aid.

**Recommended Planned Actions:**
• Continue to promote and maintain a zero-tolerance policy toward sexual misconduct through the Sexual Harassment Assault Response Prevention (SHARP) Program. Leaders at all levels remain committed to maintaining an environment of respect for human dignity and free of sexual misconduct.
• Promote and consider respect for gender equality, human rights, and the rule of law through all aspects of military operations and through civil-military cooperation.
• Modify and expand the current Combating Trafficking in Persons training curriculum to include WPS principles as related to protection of human rights with specific emphasis on gender-based sexual violence. The annual requirement should include prevention, indicators and warnings, and appropriate responses for uniformed military personnel.
• Predeployment training for Army servicemembers will include additional instruction on gender-based sexual violence and common security issues and considerations to provide protection to and mitigate risk for vulnerable populations.
• Ensure instruction on security-related considerations to protect vulnerable populations and respond to sexual and gender-based violence is considered during advising and assisting operations.
• At the strategic, operational, and tactical levels, encourage the promotion of women’s involvement and leadership in the prevention, management, and resolution of conflict through engagement with local and international government organizations, the UN, and multilateral security forces.
**Line of effort 3:** Adjust Army internal programs to improve outcomes in women’s equality and empowerment.

- **End state:** WPS agenda and a gender-inclusive approach to conflict resolution are mainstreamed across the Army strategy, capability, and budget planning.

**Recommended Actions:**
- Incorporate WPS strategy mandate and goals outlined in the 2020 WPS SFIP and apply a gender analysis in the development of future policies, programs, and actions.
- Establish a U.S. Army WPS program coordinator and an Army WPS core working group responsible for coordinating overall implementation of the Army’s strategic implementation plan. The group will facilitate learning and best practices on WPS inside and outside of the Service.
- Review and strengthen WPS integration in Army planning, programming, budgeting, and execution.
- Develop and strengthen Army training and resources on WPS concepts, themes, and objectives.
- Encourage senior Army leaders to support high-level engagement on gendered perspectives and WPS-related concepts during strategic-level coordination.
- Provide support and encourage participation in WPS focused seminars, conferences, and working groups.
- Develop, strengthen, and better promote the Army mentorship program to include resources and training that encourage leaders to mentor beyond the chain of command and beyond gender similarities.

**Line of effort 4:** Encourage partner nations to promote and increase WPS related matters in the international security arena.

- **End state:** Targeted partner nations make measurable progress to incorporate WPS-related policies and practices that improve the security environment of women and promote the meaningful participation of women in the security sector.

**Recommended Actions:**
- Leverage bilateral and multilateral opportunities to enhance and integrate WPS such as exercises, operations, and training.
- Apply WPS considerations in providing security force assistance. Seek opportunities to meaningfully engage in the recruitment and retention of women in the defense sector and with women in their security environment to include conflict prevention and resolution and violence against vulnerable populations.
Support the development and implementation of WPS policies at the strategic, operational, and tactical levels of partner nations’ defense sectors.

Sample Outline for Gender in Army Operations Army Doctrinal Publication

I. Gender in Military Operations
   a. Introduction
   b. Background
   c. Definitions and Context
   d. Operational Planning and Execution Considerations
      i. Staff Planning Considerations
   e. Gender Analysis
      i. Introduction
      ii. How
      iii. Documentation and Application
   f. Reporting Requirements and Legal Obligations
   g. Key Principles
   h. Roles and Responsibilities
      i. Commander
      ii. Operations Officer
      iii. Gender Advisor

II. Annexes
   a. Gender analysis example and considerations
   b. Recommended Measure of Effectiveness/Measure of Performance
Recommended Additional Education Requirements for Deploying and Advising Personnel

The Joint Knowledge Online (JKO) course Improving Operational Effectiveness by Integrating Gender Perspective (J3TA-MN1292) is designed to provide an introduction to integrating gender perspectives in military operations and is recommended for all deploying personnel.

The JKO course Gender Perspective (J30P-MN900-03-11) provides an understanding of UNSCR 1325 and provides ways to incorporate gender issues in advising operations. This course is recommended for personnel deploying in a security force assistance capacity.