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USEUCOM Inclusive Security/Women, Peace and Security (IS/WPS) Program

1. <u>References.</u>

   a. Executive Order 13595, Instituting a National Action Plan (NAP) on Women, Peace and Security, December 2011.

   b. U.S. National Action Plan on Women, Peace and Security, December 2011.

   c. DoD Implementation of the U.S. National Action Plan on Women, Peace and Security, September 2013.

2. <u>Purpose</u>. The purpose of this instruction is to establish the policies, procedures and responsibilities of Inclusive Security/Women, Peace and Security (IS/WPS) program (also known and Women, Peace and Security (WPS)) as it applies to the United States European Command (USEUCOM).

3. <u>Cancellation.</u> None.

4. <u>Applicability</u>. This instruction is applicable to Headquarters, United States European Command, Service Components, Subunified Commands, and subordinate Joint activities, to include Combined/Joint Task Forces.

5. <u>Internal Control Systems</u>. This Directive contains no internal control provisions and is not subject to the requirements of the internal management control program. For USEUCOM and subordinate joint activities, the applicable internal control directive is ED 50-8, Internal Management Control Program.

6. <u>Background</u>.

   a. Executive Order 13595: In 2011 President Obama signed Executive Order 13595, reference a, initiating a policy and practice of the executive branch of the United States to have a National Action Plan on Women, Peace, and Security.

b. National Action Plan: Following Executive Order 13595, the White House released, reference b, a comprehensive National Action Plan (NAP) on the Implementation of the Women, Peace and Security Program in December 2011. The NAP detailed 78 broad actions to be further implemented mainly by the federal agencies.

c. Subsequently, the Department of Defense (DoD) released reference c, the DoD Implementation Plan which serves as a tool for incorporating the NAP objectives into DoD programs and policies within the strategic, operational, and tactical environments 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.

7. DoD Implementation Objectives.

a. Institutionalize. Apply a gender aware approach to defense plans and operations in conflict-affected areas.

b. Participate. Engage women in all conflict-resolution and peace building plans.

c. Protect. Decrease risk of gender and sexual based violence through accountability.

d. Prevent. Improve conflict early warning and response systems with gender data.

e. Access. Identify distinct gender needs during post conflict/incident recovery.

8. Responsibilities. Implementation of IS/WPS resides within the USEUCOM Commander, the USEUCOM Chief of Staff (COS) maintains oversight of USEUCOM IS/WPS on behalf of the USEUCOM Commander. The daily managing of the USEUCOM IS/WPS responsibilities has been further delegated by the COS to the ECJ9 Director.

a. Interagency Directorate (ECJ9).

(1) In coordination with ECJ3 and ECJ5, identify, coordinate, synchronize and integrate the IS/WPS principals into the commands strategic planning and operational documents.

(2) Institutionalize the DoD Implementation Plan (reference c) and incorporate it into the planning process for the development of strategy, policy formulation, planning and execution.

(3) Develops IS/WPS strategies; provides input to operational orders and planning guidance, to include themes, messages, objectives, effects, tasks, key audiences, measures of performance and measures of effectiveness; conduct assessment of IS/WPS strategies; and incorporates into existing staff processes and into activities of the various capabilities in the command.

(4) Supports Operational Planning Teams (OPT) and the Boards, Bureaus, Centers, Cells, Working Groups (B2C2WG) process. Through these efforts, IS/WPS products will be integrated into operational activities.

(5) Serves as the primary point of contact for IS/WPS issues with the Department of Defense, the Joint Staff, and the broader Interagency.

(6) Develop and integrate USEUCOM IS/WPS training into USEUCOM Newcomers Orientation Program.

(7) Appoint a full time IS/WPS program manager.

(8) Organize an IS/WPS Steering Committee. This committee will include representatives from all USEUCOM Directorates and Components.

(9) Schedule and facilitate steering committee and working group meetings.

(10) Maintain and publish working group and committee points of contact roster, meeting minutes, decision papers, program timelines, training opportunities and meeting schedule.

(11) Analyze program data, provide input, and report progress on IS/WPS objectives to OSD.

(12) Define measures and assess program success for annual report

(13) Collaborate with OSD, COCOMS, interagency and NATO on IS/WPS training initiatives, lessons learned and future opportunities.

(14) Ensure IS/WPS is incorporated into country cooperation plans Lines of Activity (LOA).

(15) Ensure USEUCOM IS/WPS working group members are trained as gender advisors through NATO approved courses.

   b. ECJ1

(1) Encourage an increased use of qualified females military and civilians in positions of influence and authority.

   c. ECJ3

      (1) Support IS/WPS program manager in building relations in partner countries and supporting program objectives as they apply to the military operations in country.

      (2) Incorporate objectives from the National Action Plan into appropriate USEUCOM plans and operation orders.

   d. ECJ4

      (1) Implement reporting measures on how Humanitarian Assistance projects have contributed to IS/WPS efforts.

   e. ECJ5

      (1) Identify appropriate countries with appropriate Lines of Action (LOA) in the TCO, TCP and CCPs where IS/WPS would be most appropriate and adjust language to encourage IS/WPS action.

      (2) Incorporate objectives from the National Action Plan into appropriate USEUCOM strategic guidance and planning documents.

   f. ECJ7

      (1) Ensure all relevant U.S. military and civilian personnel and contractors receive appropriate training on IS/WPS 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 trafficking in persons (TIP). Training mechanisms may include:

         (a) Pre-deployment and in-theater training for members of the U.S. military and civilians.

         (b) Professional Military Education, including Commanders' courses.

         (c) Intermediate and senior service schools.

   g. Tasks common to all Directorates and Service Component Commands.

         (a) Facilitate training of a IS/WPS point of contact within your organization.

         (b) Incorporate IS/WPS into all Operations and Exercises.

         (c) Provide IS/WPS POC availability to participate in quarterly IS/WPS

Steering Committee meetings.

9. IS/WPS Steering Committee.

    a. Purpose. To group primary directorate subject matter experts to work under the USEUCOM chief of staff approval to identify opportunities, generate ideas, propose changes, concepts and plans to implement the IS/WPS program in every operations, exercise and engagement event under USEUCOM.

    b. Requirements.   All members of the IS steering committee will be required to complete the NATO Gender Advisor online training. This training should be completed within 6 months of being assigned to the position.

    c. Membership. A director appointed representative from the following directorates, staff elements and components agencies are required to assign a representative to serve as a sub-committee member supporting the USEUCOM IS/WPS program while accepting responsibility to produce sub-objective strategic deliverables.
        (1) ECJ1
        (2) ECJ2
        (3) ECJ3
        (4) ECJ4
        (5) ECJ5
        (6) ECJ6
        (7) ECJ7
        (8) ECJ9 (Facilitator)
        (9) Public Affairs Office
        (10) Staff Judge Advocate
        (11) Comptroller's Office
        (12) MARFOREUR
        (13) NAVEUR
        (14) SOCEUR
        (15) USAFE
        (16) USAREUR

10. Releasibility. This document is approved for limited release to USEUCOM components. Federal agencies may obtain copies of this instruction by contacting the Office of Primary Responsibility listed above.

11. Effective Date. This instruction is effective upon receipt.

John W. Smith Jr.
Rear Admiral, USN
Chief of Staff

Enclosures:

    A. – Women, Peace and Security Measurement Matrix
    B. – EUCOM Women, Peace and Security Implementing Phases

Enclosure A

USEUCOM Inclusive Security/Women, Peace and Security Implementation Phases

1. Inclusive Security/Women, Peace and Security (IS/WPS) Application Procedures: USEUCOM will implement the IS/WPS program in the following phases.

   a. Policy: Create and publish USEUCOM Policy and incorporate IS/WPS language into the Theater Campaign Plan (TCP), Theater Campaign Order (TCO) and CCPs.

   b. Educate:

      (a) Conduct a public information awareness campaign.

      (b) Incorporate training into the newcomers brief.

      (c) Incorporate IS/WPS into training exercises.

      (d) Hold USEUCOM wide training events.

      (e) Institute pre-deployment and in-theater training for members of the U.S. military and civilians.

   c. Operationalize: Execute DoD IS/WPS implementation objectives and activities.

      (a) Bolster IS/WPS programs in the countries of USEUCOM's AOR according to language written in the CCPs.

      (b) Incorporate into Operations, Exercises, and Engagements.

   d. Sustain and Improve:

      (a) Build systems of accountability for new programs.

      (b) Track successes and challenges of the implementation of Inclusive Security.

      (c) Report and improve on best practices

2. IS/WPS Measures of Effectiveness:

   a. ODCs in USEUCOM will report on program implementation using the measurement metrics attached in the appendix.

b. The EUCOM Program Manager will report on activities within all areas of operation as well as internally throughout USEUCOM Headquarters to report on an annual basis to the Joint Staff and Office of the Secretary of Defense.

Enclosure A

Women Peace and Security Measurement Matrix

DoD Implementation Plan		Category	Measurement	Report
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.	Policy	Women Peace and Security objectives are included and acknowledged in the Country Cooperation Plans.	
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 Inclusive Security/ Women, Peace, and Security issues.	Engagement	Components in country create a gender advisor position to attend EUCOM trainings and train staff and military in country. All ODC staff complete IS/WPS online training.	
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.	EUCOM	Appoint a full time program manager for IS/WPS.	
		Personnel	Each country component appoint a point of contact to engage and report on the implementation of the NAP.	

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 IS/WPS objectives, assess lessons learned, and identify best practices from existing programs.	EUCOM	Publish data collection and analysis tool for IS/WPS measurements.	
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.	Percentage	Percentage of increase of female employment in military and government leadership positions during reporting period.	
		Policy	Number of amendments made in partner government peace and security policy in accordance with the Country National Action Plan.	

Action 2.1b	Provide common guidelines and training to assist partner nations to integrate women and their perspectives into their security sectors.	Percentage	Percentage of women enrolled to participate in the IMET program.	
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.	Engagement	Establish a working group between U.S. female military personnel and local female personnel.	
		Engagement	Report on activities conducted by the working group.	
		Percentage	Percentage of increase of participation in working group during reporting period.	
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.	Percentage	Percentage of women enrolled to participate in the IMET 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.	Engagement	Report on activities allocated for Defense Ministries in the Country National Action Plan in which the U.S. military as participated.	
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.	Engagement	Number of training events conducted by gender advisor with partner military and security personnel.	
Action 3.2a	Support the development of effective accountability and transitional justice mechanisms that address crimes committed against women and girls and reduce impunity.	Policy	Report on efforts of partner governments to address accountability and justice measures addressing crimes against women and girls to reduce impunity.	

Action 3.2b	Assist multilateral and international organizations in developing appropriate mechanisms for sexual assault prevention, response, and accountability, and combating sexual exploitation and abuse (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.	Engagement	Report on implemented standard operating procedures utilized by partner governments and international organizations. Report on cases of SEA filed on international personnel	
Action 3.3a	Maintain a zero tolerance policy with regard to trafficking in persons for U.S. military and civilian personnel.	Percentage	Number of cases of trafficking in persons reported since the last reporting period.	

| 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. | Engagement | Report on implemented standard operating procedures relating to on-going work of the U.S. Presidential Interagency Task Force to Monitor and Combat TIP and the Senior Policy Operating Group on TIP. | |
| 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.	Percentage	Number of integration methods employed during reporting period.	
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.	Percentage	Percentage of women involved in early warning and response systems activities.	
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. | Percentage | Report on efforts to support human resource management in partner governments. Percentage of women and men served through the system during the reporting time. | |