DEPARTMENT OF STATE · UNITED STATES OF AMERICA

The Department of State's Plan to Implement the U.S. Strategy on

WOMEN, PEACE, AND SECURITY

2020 – 2023

Cover Images:

Top: Women with the Afghan National Army Air Force (ANAAF) and International Security Assistance Force listen during an International Women's Day celebration at Kabul International Airport. (DoD photo by Staff Sgt. Dustin Payne, U.S. Air Force/Released)

Left: Demining program in Laos funded by the Bureau of Political and Military Affairs. (Tom Chaves/HALO Trust photo)

Right: Voting is only one of the many ways women can participate in decision-making. (Shutterstock photo)

Bottom: Strengthening partner capacity is an important method in facilitating the meaningful participation of women.
(U.S. Department of State photo)

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Nepali police attend the opening ceremony of an operational skills training course supported by the U.S. embassy in Kathmandu. (U.S. Department of State photo)

INTRODUCTION

The United States faces a complex global security environment characterized by instability, conflict, record levels of displacement, well-armed non-state actors, and great power competition.

The United States' Strategy on Women, Peace, and Security (WPS) of 2019 focuses on improving the effectiveness of our foreign policy and assistance efforts across the board by proactively integrating the needs and perspectives of women, and empowering women to contribute their talents and energies to international peace, security, and prosperity.

This strategy was developed in response to the [Women, Peace, and Security Act of 2017](https://www.congress.gov/115/plaws/publ68/PLAW-115publ68.pdf) [1], which established the United States as the first country in the world with a comprehensive law on women, peace, and security. Its integration into our foreign policy toolkit will strengthen our efforts to prevent, manage, resolve, and recover from conflict, thereby advancing our national security priorities. The Department of State's WPS Implementation Plan will advance core U.S. national security objectives by providing a more stable and durable foundation for American foreign policy efforts.

The [WPS Strategy](https://www.whitehouse.gov/wp-content/uploads/2019/06/WPS_Strategy_10_October2019.pdf) [2] directs the Department of State and other national security agencies to develop implementation plans in order to make **demonstrable progress** toward the following three interrelated strategic objectives by 2023:

- **Objective 1:** Women are more prepared and increasingly able to participate in efforts that promote stable and lasting peace;

- **Objective 2:** Women and girls are safer, better protected, and have equal access to government and private assistance programs, including from the United States, international partners, and host nations;

- **Objective 3:** The United States and partner governments have improved institutionalization and capacity to ensure WPS efforts are sustainable and long-lasting.

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1. https://www.congress.gov/115/plaws/publ68/PLAW-115publ68.pdf

2. https://www.whitehouse.gov/wp-content/uploads/2019/06/WPS_Strategy_10_October2019.pdf

These objectives, which provide the Department with long-term goals to guide its implementation over time, are to be accomplished through four lines of effort as outlined in the WPS Strategy:

1. Seek and support the preparation and meaningful participation of women around the world in decision-making processes related to conflict and crises;

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

3. Adjust United States international programs to improve outcomes in equality for, and the empowerment of, women; and

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

The WPS strategy also establishes metrics and targets against which agencies and departments should evaluate their progress, including training for department and agency personnel, alignment of program activities, and interagency cooperation. Lead departments and agencies, which include the Department of State, are expected to contribute to the development of the whole-of-government implementation plan that identifies each department and agency's specific contributions to implementation; roles and responsibilities across the department and agency; any processes required to support implementation; timelines and milestones for action; and methodology for evaluating effectiveness.

Effective WPS Leadership: Policy, Diplomacy, Programs, & Partnerships

To meet this requirement, the Department of State's WPS Implementation Plan seeks to establish the framework for the Department to achieve measurable progress against the WPS Strategy objectives and lines of effort by 2023. Through a bottom-up process of consultation across the Department, the Secretary's Office of Global Women's Issues (S/GWI) led the effort to establish priorities, identify core competencies, develop timely and measurable outcomes, assign roles and responsibilities, and establish a monitoring and evaluation structure.

The guiding principles for the Department of State's WPS Implementation Plan are:

The Department of State is uniquely positioned to reinforce America's global leadership in promoting the women, peace, and security agenda through policy, diplomacy, partnership, and modeling transformation.

> *Through the Department's global presence and skilled workforce, we have a distinct comparative structural advantage to engage partners on the WPS agenda and demonstrate our own commitment through our words and actions.*

Our priority targets are partner countries that are currently experiencing armed conflict, violent extremism or gross, systemic abuses of women and girls; emerging from such conflict, violence or abuse; and most at risk of such conflict, violence or abuse. Countries with histories of atrocities with severe incidences of sexual violence and/or systemic and widespread discrimination against women will be of particular concern.

> As outlined in the WPS Strategy, advancing WPS principles in every corner of the globe is not a realistic goal for the timeline of this plan and we must prioritize our efforts. As with all matters of national security, the United States will continue to engage strategically, and in ways that advance America's national interests.

WPS Strategy implementation is inextricably linked with women's economic empowerment, and the Department of State's WPS Implementation Plan should therefore be consistent with and coordinated across the Department's Women's Global Development and Prosperity (W-GDP) efforts, which seek to advance women's economic empowerment globally.

> As the lead policy-coordinating agency for the W-GDP Initiative, the State Department will be responsible for ensuring the integration and effectiveness of these two key aspects of women's empowerment to boost growth and increase peace and security for all.

The Department will leverage the entire range of foreign policy tools to advance women's participation across our global peace and security priorities. Bureaus have made specific commitments, contained within this Implementation Plan. These commitments will deploy the Department's unique skills and presence along the following themes:

- **Demonstrating Diplomatic Leadership:** The core competency of the Department is diplomatic engagement with partners to advance U.S. interests and values. We have a long and proud record of advancing women's participation in international peace and security, across both bilateral and multi-lateral diplomatic engagement, and the WPS strategy provides us additional tools and imperatives to maintain this leadership. Leading by example, the U.S. will continue using our unparalleled voice and global presence to consistently reinforce the core tenets of WPS in U.S. national security policy.

- **Empowering our Team:** In order to achieve this ambitious agenda, the professionals who carry out U.S. foreign policy must have the tools, training, and support structures they need. To this end, the Department will: create an internal coordination infrastructure to implement the WPS plan and align it with other related and cross-cutting strategies; incorporate WPS principles into formal training for Department personnel, including leadership; and strengthen inter- and intra-bureau capacities to incorporate gender analysis and safeguarding into policy and program designs.

- **Participation and Programming:** Through targeted programmatic interventions, the Department will focus on: building women's capacity as actors in conflict prevention and conflict-related decision-making and peace processes; providing avenues to integrate women into the judicial and security sectors—including law enforcement and the military—of our partner nations; and strengthening women and girls' knowledge, skills, and resources for meaningful participation in all aspects of political and civic life.

- **Partnership and Burden-sharing:** The Department is poised to assist partner governments with development and implementation of their own WPS initiatives. We will do this in coordination with like-minded states by: mobilizing other partners, including international donors and institutions; expanding global coalitions; promoting accountability; and supporting access for women into international and multilateral fora.

The anticipated outcomes of our Implementation Plan, which align with the lines of effort in the WPS Strategy, are:

- **Outcome 1:** Women's meaningful participation in decision-making processes related to conflict and crises will increase in targeted contexts.

- **Outcome 2:** Women and girls have improved access to aid and protection from gender-based violence (GBV), abuse, and exploitation in targeted contexts.

- **Outcome 3:** Through diplomatic engagement, public diplomacy, and programs in targeted contexts, the Department models best practices in its leadership, training, analytic, and safeguarding practices.

- **Outcome 4:** Targeted partner governments will make measurable progress towards adopting policies, plans, and capacity to improve the meaningful participation of women in processes connected to peace and security and decision-making institutions.

Adapting the WPS Strategy for the Department of State

In addition to the WPS Strategy, the United States has several policy frameworks on peace and security that guide the Department, such as the National Strategy for Counterterrorism; the Stabilization Assistance Review; and the Strategy to Support Women and Girls at Risk from Violent Extremism and Conflict. The Strategy also aligns with legislative mandates on trafficking in persons, atrocity prevention and the Global Fragility Act of 2019. Following the release of the WPS Strategy in June 2019, the Deputy Secretary of State, the Director of the Secretary's Office of Policy Planning, and S/GWI launched a process to develop an Implementation Plan aligned with existing policy. This Implementation Plan was developed in consultation with U.S. missions overseas, bureaus, and offices across the Department, and external experts. The plan requires bureaus and offices to make specific commitments, and will be held accountable through monitoring and evaluation over time, reporting up to the White House through the interagency metrics framework.

Resourcing Implementation

Women, peace, and security is a cost effective foreign policy tool. Implementation of the WPS Strategy supports U.S. national security by providing a more stable and durable foundation on which American foreign policy efforts can succeed in areas otherwise prone to, and experiencing, conflict or crisis. Given that the United States already provides significant diplomatic engagement and funding for conflict prevention and resolution, and recognizing that additional funding is subject to Congressional appropriations, the Implementation Plan provides guidance for ensuring that existing resources are implemented in a way that will support women and girls, thereby enhancing the effectiveness of our foreign policy. By scaling engagement with women in a structured way, we multiply our effectiveness and the quality of our investment.

The Department will build on its historic support for WPS goals by implementing the WPS Strategy consistent with Congressional appropriations, including appropriations for gender equality, security, and stabilization programs, as well as the Department's spend plans for gender equality programming. The Department will use its core competencies of diplomatic and subject matter expertise to complement any foreign assistance, public diplomacy, and in-kind technical assistance.

To ensure that the Department is a responsible steward of taxpayer resources, the Implementation Plan establishes timely and measurable criteria through which we are able to evaluate whether WPS efforts are achieving our commitments (Annex A). The Department will make available resources for targeted monitoring, evaluation, and learning (MEL) purposes, per Department and statutory guidelines.

Implementation Architecture, Reporting, and Accountability

The Ambassador-at-Large for Global Women's Issues serves in a coordination role for the Department, with bureaus, offices, and posts accountable for implementing their own commitments, and MEL, through a phased approach. Throughout the first year of the WPS Strategy's Implementation Plan, the Department will build an infrastructure for coordination, reporting, and learning. In addition, the Department will leverage existing Department-wide strategic planning and coordination processes to integrate and advance the goals of the WPS Strategy.

Annex D reflects the Department-wide MEL framework that will be used to monitor progress, gauge effectiveness, adjust efforts, and document learning. Though individual bureaus and offices may wish to track additional indicators for their own evaluation and learning purposes, this framework is what will inform the Department's annual review of the implementation progress. Each bureau and office is responsible for its own monitoring and evaluation, in accordance with the Foreign Affairs Manual, including establishing baselines and endpoint targets. Bureaus and offices are encouraged to integrate women's perspectives on their efforts via consultations with local women leaders and civil society. To ensure learning informs future policy, programs, and best practices, evaluation findings should be shared across the U.S. Government, civil society, and international partners, as appropriate.

During the Department's annual review, data from the Department's MEL framework will be collectively compiled and fed into the White House-led Interagency Metrics Framework (Annex C), as well as an annual public report by the President on implementation of the WPS Act of 2017 and the WPS Strategy, beginning in 2020. The Department will also participate in a briefing to Congress on training for relevant U.S. personnel on the participation of women in conflict prevention and peacebuilding (on or around June 2020).

The National Security Council staff (NSC) will coordinate at least three senior-level meetings a year to discuss progress and revisit metrics related to the interagency WPS Strategy. In order to integrate security and economic efforts into a holistic approach to women's empowerment, the NSC will hold an annual high-level meeting on WPS and the W-GDP Initiative to review learning tools, gender analysis requirements, and identify and build on mutually reinforcing successes.

Engagement with civil society is critical to the U.S. Government's efforts to understand best practices, emerging issues, and gaps in our approach. The NSC will coordinate interagency public consultations with U.S.-based civil society, where the Department will participate and share, to the extent practicable, information on progress toward WPS Strategy objectives to support feedback, learning, and dissemination beyond the U.S. Government.

LINE OF EFFORT 1: PARTICIPATION

An American filmmaker joins Cameroonian women to discuss women's leadership in the arts in Yaoundé. (U.S. Department of State photo)

Seek and support the preparation and meaningful participation of women around the world in decision-making processes related to conflict and crisis.

Department Outcome: Women's meaningful participation in decision-making processes related to conflict and crisis will increase in targeted contexts.

Insecurity and conflict directly expose women and girls to heightened risk of violence, limit their mobility, and drive displacement. Despite their unique experiences and contributions, women are underrepresented in decision-making related to security, including: formal and informal peace processes, political and transitional processes, security sectors, countering violent extremism and counterterrorism, disarmament, and post-conflict and crisis recovery efforts. As more women claim opportunities for their full participation in political processes, including in leadership roles, they have encountered increasing levels of harassment, intimidation, and abuse. Because of their underrepresentation in formal political and security sector institutions however, women may have limited technical knowledge about these formal processes.

Women who do have the expertise to participate in decision-making on peace and security may not have access to the high-level fora, networks, and processes where such decisions are made. Additionally, when women are underrepresented in security sectors, they are less effective operationally, have limited access to citizen populations, and can be ill equipped to respond to violence, including gender-based violence (GBV).

Supporting girls as the leaders of tomorrow is essential to long-term progress. Scouts attend an event on Science, Technology, Engineering, and Math at the U.S. Embassy in Kyiv. (U.S. Department of State photo)

MEANINGFUL PARTICIPATION: QUALITY OVER QUANTITY

The Department defines meaningful participation as women having access to and influence over decision-making on issues impacting them, their communities, and their countries. While "representation" refers to the number of women in a process or institution, it does not speak to the quality of women's participation. Is their representation symbolic, politicized, or meant to check a box? Or, are their numbers so few that any contributions are likely to be drowned out? Formal institutions can also support women's meaningful participation from the outside by building bridges to women's civil society groups and affected populations.

In support of this line of effort, the Department has identified the following key priorities and approaches for its implementation efforts:

Planned Actions:

- Strengthen women's and girls' knowledge, skills, and resources to meaningfully participate in political transitions as well as formal and informal peace processes, reconciliation, and security decision-making.

- Increase women's and girls' capacity and agency to address terrorism and violent extremism, particularly in fragile and conflict-affected environments.

- Invest in the next generation of women leaders by scaling young women and girls' expertise, skills, and engagement in scientific fields relevant to security.

- Strengthen women's access to, and support women's influence in, formal and informal peace and transition processes, security initiatives, and decision-making institutions.

- Advance women's civic engagement, political participation, and influence vis-à-vis their governments.

- Develop and expand women leaders' access to professional networks and resources.

- Promote women's recruitment, retention, and professional growth in the justice and security sectors, including as part of broader security sector reform efforts.

- Support partner governments in enhancing their capacity to engage women and incorporate the perspectives and needs of women across their work.

Indian women campaign for tougher government action against sexual assault. The movement is one of an increasing number of citizens' campaigns led by women worldwide. (Saurabh Das/New York Times)

BEST PRACTICE: INCLUDING WOMEN

Listen, do not assume. When designing policies, programs, or operations, ask civil society and women leaders from different backgrounds what kind of support they need, and build this into your work. Be careful not to steal their ideas; women's contributions are already under-recognized. Building two-way relationships with local women leaders will help you, and them, navigate this balance. Follow their lead. At times, they may want visible support from a U.S. leader. At other times, this could endanger them. Indirect support might also be more appropriate, such as using diplomacy to amplify women's perspectives, or better yet, advocating for access to the table so they can speak for themselves.

Kenyan women participate in a discussion on CVE through a program funded by the Secretary's Office of Global Women's Issues. (U.S. Institute of Peace photo)

LINE OF EFFORT 2: PROTECTION

Colombian women highlight the cross-cutting effects of gender-based violence.
(U.S. Department of State photo)

Promote the protection of women and girls' human rights; access to humanitarian assistance; and safety from violence, abuse, and exploitation around the world.

Department Outcome: Women and girls have improved access to aid and protection from gender-based violence (GBV), abuse, and exploitation in targeted contexts.

Women cannot reach their full potential as change agents if they are unsafe in their own homes, public spaces, and institutions. Conflict, crisis, disaster, and the breakdown in rule of law increase the risk and prevalence of GBV, including sexual violence and early and forced marriage. Armed groups and terrorists have long used sexual violence as a deliberate tactic of war and terror. Most survivors never receive the assistance and justice they need to recover, and the consequences such as trauma, stigma and rejection can impact whole communities and span generations. The consequences of violence and instability threaten to reverse development and economic gains, which negatively impacts women and girls. Preventing the instability and crisis that puts women and girls at heightened risk in the first place is the most effective form of protection. In support of this line of effort, the Department has identified the following key priorities and approaches for its implementation efforts:

Planned Actions:

- Support women and girls' access to humanitarian assistance and provide humanitarian assistance that is tailored to their distinct needs.

- Promote democratic institutions, rule of law, and respect for gender equality and human rights.

- Enhance the capacity and mobilize political will of the justice and security sectors to prevent and respond to GBV.

- Promote cross-sectoral support for survivors, including access to justice, medical and psychosocial support, and economic opportunity.

- Strengthen legal reform and accountability for conflict related sexual violence, including as part of traditional justice processes while advocating for women's participation in such processes.

- Assist peacekeeping police- and troop-contributing countries in preparing military and police peacekeepers to prevent and respond to GBV, and investigate and prosecute violations and abuses.

- Invest in prevention architectures and promote resilience through inclusive development.

- Strengthen resilience to conflict by expanding and enabling women's access to political and economic opportunities and promoting violence prevention through accountability.

BEST PRACTICE: PREVENTING VIOLENCE

Violence prevention lies at the heart of the WPS framework. By promoting equality, the United States helps minimize drivers of gender-based violence. Meaningfully engaging women and girls in development, peace, and security processes enhances outcomes to better serve the needs of the full population. This, in turn, can prevent the outbreak of, or relapse back into conflict, which also disproportionately harms women and girls. In addition to the Department of State's policies and programs, U.S. missions around the world leverage public awareness campaigns, partnerships with the private sector, and engagement with men and boys to prevent violence. The Women's Global Development and Prosperity Initiative (W-GDP) complements this by focusing on women's economic empowerment.
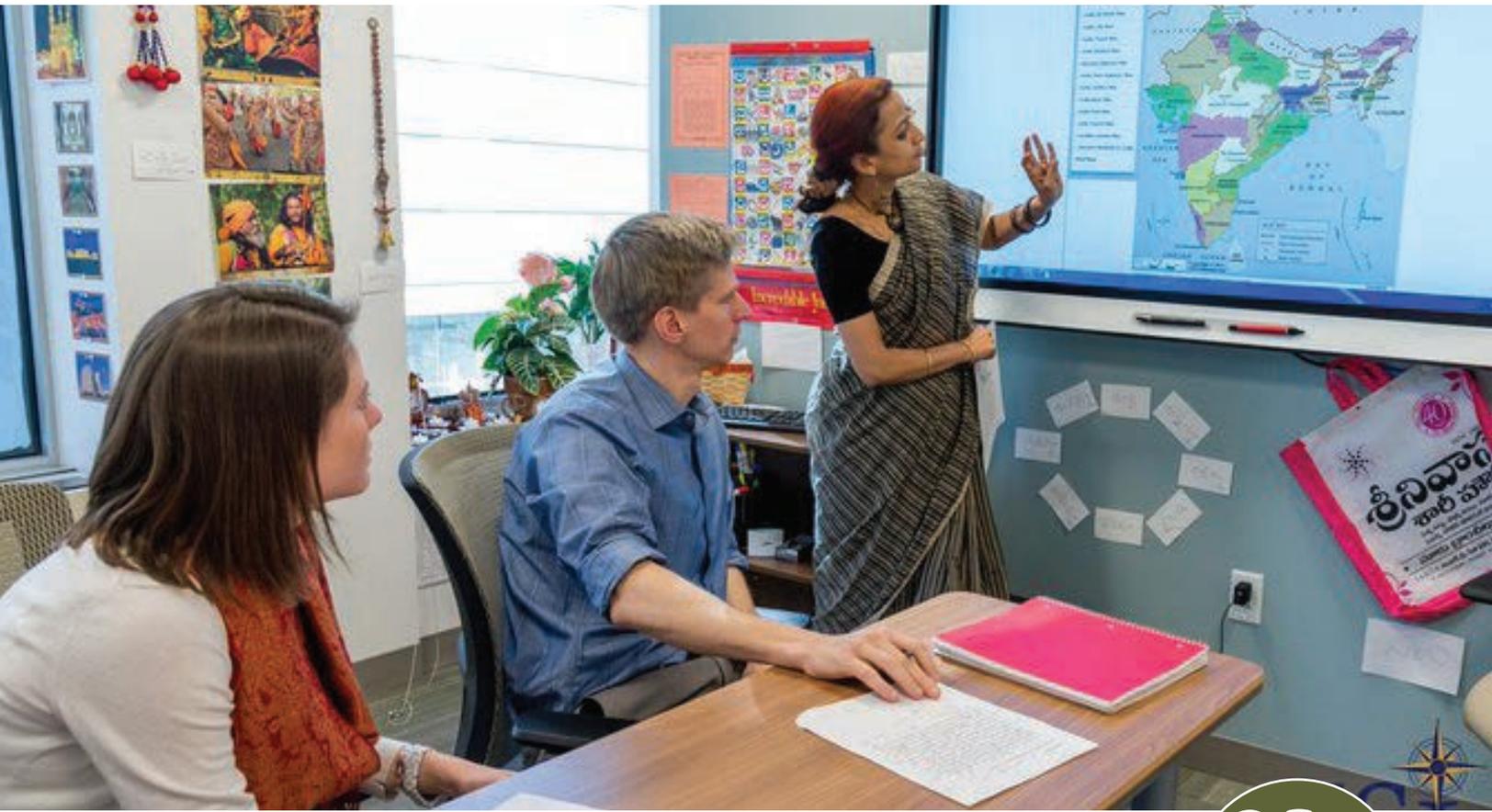
LINE OF EFFORT 3: INTERNAL CAPABILITIES

The Foreign Service Institute empowers world-class diplomacy by providing training that is dynamic, innovative, and student-centric. (U.S. Department of State Photo)

Adjust United States international programs to improve outcomes in equality for, and improvement of, women.

Department Outcome: Through diplomatic engagement, public diplomacy, and programs in targeted contexts, the Department models best practices in its leadership, training, analytic, and safeguarding practices.

Research shows that gender equality is a better predictor of a state's peacefulness than democracy or gross domestic product (GDP). Advancing gender equality is therefore a cornerstone of U.S. conflict prevention and mitigation efforts, codified by the WPS Act of 2017 and the WPS Strategy's mandate to adjust U.S. government policies and programs to improve outcomes in gender equality and the empowerment of women. Expanding the Department's use of gender analysis, as defined by Public Law 115-428, will improve policy and program design, help identify blind spots, and strengthen the effectiveness of Department efforts. Strengthening training, adopting safeguarding standards, and modeling our commitment to WPS in the Department's policies and programs enables the U.S. government, as exhorted by the WPS Act, to lead by example on the world stage. In support of this line of effort, the Department has identified the following key priorities and approaches for its implementation efforts:

Planned Actions:

- Lead by example through our policies, programs, and actions to signal WPS is a priority by incorporating WPS Strategy mandate and goals into the Foreign Affairs Manual, bureau strategic frameworks, and Integrated Country Strategies.

- Update notice of funding opportunity templates for peace and security funding to cite the WPS Strategy, including but not limited to WPS policies related on preventing and combating GBV and human trafficking and supporting survivors.

- Build a coordination infrastructure in the Department to support implementation of the WPS Strategy.

- Incorporate WPS principles and themes into formal training by the Foreign Service Institute for its personnel, including both Foreign Service and Civil Service employees, contractors, and locally employed staff at every level.

- Develop and strengthen inter- and intra-bureau trainings and resources on WPS Strategy concepts and themes.

- Communicate WPS as a U.S. global policy priority through traditional and social media.

- Leverage relationships with civil society, academia, think tanks, governments, and online audiences to signal U.S. leadership and communicate impact on WPS.

- Expand and apply gender analysis to policy and program design to enhance outcomes in gender equality and women's empowerment.

- Develop and implement Department-wide safeguarding standards to promote the safety and dignity of program participants and beneficiaries.

BEST PRACTICE: SAFEGUARDING & GENDER ANALYSIS

Populations are not monolithic. Using gender analysis helps identify the different ways in which women and girls will impact, and be impacted by your work. Applied to a risk assessment, this will reveal the different risks that beneficiaries might face as a result of participating in your activity. For example, if your program employs male service providers, and the recipients are marginalized women, is there a risk of providers abusing their relative power to exploit recipients? How does that risk change if the beneficiaries are boys? The practices you adopt to prevent and respond to these gender-related risks are called "safeguarding standards." The Department offers personnel resources and templates for both.

LINE OF EFFORT 4: PARTNERSHIPS

Global partnerships are crucial for the successful implementation of the women, peace and security agenda: moving from commitments to accomplishments is an international effort. (UN Women Photo)

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

Department Outcome: Targeted partner governments will make measurable progress towards adopting policies, plans, and capacity to improve the meaningful participation of women in processes connected to peace and security and decision-making institutions.

A growing number of countries have National Action Plans (NAPs) or other policy frameworks on WPS, yet a wide range of factors nevertheless prevent women from meaningfully participating in efforts that promote stable and lasting peace. Overcoming such barriers requires full buy-in, burden sharing, and leadership from a diverse range of partners, including governments, civil society, religious communities, and the private sector. The Department plays an instrumental role in mobilizing new partners, including men and boys, to enhance local, regional, and international cooperation. Through their relationships and global presence, U.S. diplomats are also well placed to bolster countries' national frameworks on WPS. Multilateral meetings, events, and conferences – including at the UN, regional bodies, informal networks, and technical-level coordination – provide unique venues to promote WPS goals and mobilize coalitions. In support of this line of effort, the Department has identified the following key priorities and approaches for its implementation efforts:

Planned Actions:

- Support the development and implementation of WPS-related policies at national, regional, and local levels to scale women's contributions to peace and security.

- Strengthen U.S. diplomatic leadership to mobilize international donors in support of WPS.

- Develop and expand global coalitions, public-private partnerships, and other collaborations in support of WPS.

- Collaborate with regional organizations, networks, and platforms to advance WPS themes.

- Scale U.S. influence and leadership in high-profile multilateral fora, strategic dialogues, and international conferences.

- Support access for women peacebuilders and survivors of violence to international institutions and decision-making fora.

- Promote accountability of international organizations in meeting their responsibilities on WPS, women's empowerment, and conflict prevention, including GBV.

- Incorporate WPS principles into global disarmament goals.

BEST PRACTICE: NATIONAL ACTION PLANS ON WPS (NAPS)

When designed in partnership with women's groups, NAPs are a powerful tool for merging top-down and bottom-up action. They adapt WPS concepts to the needs and context of a country and inclusively outline time-bound, measurable pathways to change. The United States emphasizes NAP development in multilateral spheres, and provides technical assistance, peer engagement, and foreign assistance to governments and civil society for NAP development, revision, and implementation. By supporting these partnerships between governments and their civil society counterparts, we also facilitate the relationship-building necessary to further WPS.

The Department plays an instrumental role in mobilizing new partners, including men and boys, to build support for women and girls' human rights. Boys leave a UN sensitization class in the Central African Republic. (United Nations photo)

ANNEXES

ANNEX A
DEPARTMENT OF STATE BUREAU STAKEHOLDERS AND COMMITMENTS

The Department of State's WPS Implementation Plan priorities provide tangible direction for organizing the Department's diplomatic, programmatic, and in-kind technical assistance activities. Corresponding commitments and actions identify lead bureaus and offices, categorized in brackets, which will be implemented within existing appropriations for the Department. Together, these commitments reflect the Department's core competencies and equities in policymaking, bilateral and multilateral diplomacy, public diplomacy, foreign assistance, training, and operations, all of which contribute to the WPS Strategy's overarching goal: women around the world meaningfully participate in preventing, mediating, and resolving conflict and countering terrorism, in ways that promote stable and lasting peace.

LINE OF EFFORT 1: PARTICIPATION

Department Outcome: Women's meaningful participation in decision-making processes related to conflict and crises will increase in targeted contexts.

Strengthen women's and girls' knowledge, skills, and resources to meaningfully participate in political transitions as well as formal and informal peace processes, reconciliation, and security decision-making.

- Support women and girls in conflict-affected areas to design, manage, implement, and evaluate local solutions to gender inequality and violence (S/GWI).

- Strengthen women's knowledge to enable their meaningful participation and leadership in political processes and democratic transitions (DRL).

- Recognize and foster emerging leaders among women and minority groups through the Indo-Pacific Strategy's governance pillar (EAP, SCA).

- Leverage public diplomacy programs to raise awareness of women's human rights and equality (DRL, EAP, NEA, R/PPR, WHA).

Increase women's and girls' capacity and agency to address terrorism and violent extremism, particularly in fragile and conflict-affected environments:

- Support women's groups to strengthen their capacity and skills to counter violent extremism, address terrorist ideology, stem recruitment and radicalization to violence, and engage in community initiatives to build resilience and peace (AF, CSO, CT, J/IRF, S/GWI).

- Enhance research and learning on women's roles in both perpetrating and countering violent extremism and terrorism (CSO, CT).

Invest in the next generation of women leaders by scaling young women and girls' expertise, skills, and engagement in scientific fields relevant to security, including but not limited to:

- Encourage and increase women and girls' participation in Science, Technology, Engineering, and Math programs to strengthen their employment opportunities and leadership in scientific and security fields (AVC, ECA, EB, GP, OES, S/GWI).

As a Burmese peace activist, Naw K'nyaw Paw was recognized for her work in 2019 when the Department honored her with the Secretary of State's International Woman of Courage Award. (U.S. Department of State photo)

Promote women's recruitment, retention, and professional growth in the justice and security sectors, including as part of broader security sector reform efforts.

- Promote increased women's participation in the security and justice sectors by engaging partner governments and civil society through diplomacy and foreign assistance, and, where appropriate, raising awareness among foreign publics through social media (CSO, CT, DRL, EUR, INL, NEA, PM).

- Advocate for policies and reform in partners' security sectors that strengthen women's retention and representation and leadership in security institutions as well as women's engagement with the security sector through diplomacy, messaging, and foreign assistance (AF, CT, DRL, EUR, INL, IO, PM).

- Increase the number of young women trained in social or leadership skills to advocate for the meaningful participation of women in governance, law enforcement, and the military (DRL, S/GWI).

- Advance women's participation in counterterrorism programs, including the Anti-Terrorism Assistance program (CT, DS).

- Support women's participation in the International Military Education and Training program in proportion to their representation in host country security sectors at a minimum, with a goal towards increasing their participation over time (PM).

- Enhance women's professional capacity through security sector reform initiatives, including Security Forces Professionalization and the Global Defense Reform Program (PM).

- Support policewomen to prevent and counter violent extremism, and engage communities affected by all forms of terrorism (CT, INL, SCA).

- Support efforts by the UN, regional organizations, and partner countries to expand the participation of women in UN and regional peace operations, especially in leadership positions (INL, IO, PM).

Support partner governments in enhancing their capacity to engage women and incorporate the different perspectives and needs of women and men across their work.

- Provide training for foreign governments and regional organizations to enhance their integration of gender perspectives, and their ability to identify the need for women's participation throughout regional security initiatives and criminal justice system programming (AF, CSO, INL, NEA, WHA).

- Build partner governments' capacities to work with women in communities to address threats from violent extremism, terrorism, and related ideologies (CT, CSO, J/IRF, NEA).

- Promote the Global Counterterrorism Forum's good practices related to women and CVE, including through workshops promoting good practices on the role of women in addressing foreign terrorist fighters (CSO, CT, J/IRF).

Strengthen women's access to, and support women's influence in, formal and informal peace and transition processes, security initiatives, and decision-making institutions.

◆ Enhance the meaningful participation of women in ceasefire and peace negotiations, reconciliation, and political processes, particularly through an initial focus on, but not limited to the following countries: Afghanistan, Bosnia and Herzegovina, Burma, Cameroon, Colombia, Georgia, Iraq, Kosovo, Moldova, Somalia, South Sudan, Syria, Ukraine, and Yemen (AF, CSO, EAP, EUR, IO, NEA, SCA, WHA).

◆ Increase women's opportunities to participate in political and other decision-making forums, including transitional justice and those addressing the environmental and economic costs associated with conflict, crisis, and terrorism through diplomatic leadership and advocacy (AF, DRL, J/GCJ, J/IRF, NEA, OES, S/GWI).

◆ Support local civil society efforts to build direct relationships between women and decision-making bodies, including local and national governments, security sector actors, and international fora (CSO, DRL, J/IRF, NEA, S/GWI).

◆ Integrate the needs, perspectives, and roles of women in U.S. stabilization efforts through implementation, and monitoring and evaluation, of the Stabilization Assistance Review (SAR) Annexes to the Integrated Country Strategies in eleven pilot countries (CSO).

◆ Track implementation of the gender-related provisions of Colombia's peace accord (CSO).

◆ Develop and pilot a working definition and metric for tracking women's meaningful participation in peace processes (CSO).

Advance women's civic engagement, political participation, and influence vis-à-vis their governments.

◆ Promote women's civic engagement, leadership, and formal representation in civil society, including faith-based organizations, political parties, labor unions and business associations, and elected and appointed offices (AF, DRL, EAP, EUR, J/IRF, NEA, S/GWI).

◆ Support strong constituent- and rights-based democratic institutions and ensure that women – particularly those from marginalized and underrepresented communities – are able to participate actively in democratic processes and decision-making, including as equal and unhindered participants in free and fair elections and in countering corruption (DRL, EUR, J/IRF).

◆ Advocate for peacekeeping missions' and special political missions' engagement with and access to women and women's civil society groups to enhance women's participation in peace efforts and conflict prevention (IO, J/IRF, USOSCE).

Develop and expand women leaders' access to professional networks and resources.

◆ Support the networking of women working in the criminal justice system and peacekeeping through attendance at professional conferences (CT, INL).

◆ Engage current and emerging foreign leaders, including religious leaders, in international exchange programs that address peace and security themes to expand their knowledge, networks, and influence (ECA, J/IRF, NEA).

LINE OF EFFORT 2: PROTECTION

Department Outcome: Women and girls have improved access to aid and protection from gender-based violence (GBV), abuse, and exploitation in targeted contexts.

Promote democratic institutions, rule of law, and respect for gender equality and human rights.

- Advance democratic political processes, transparency, accountability and host governments' responsiveness to the unique needs of women and girls in their country through diplomacy and foreign assistance (DRL, NEA, S/GAC).

- Promote the adoption and enforcement of laws and policies that support gender equality and women's empowerment, non-discrimination, and protection from violence through senior-level diplomatic engagement and programs (AF, DRL, EAP, J/GCJ, J/IRF, NEA, S/GAC, S/GWI).

- Strengthen legal reform and accountability for conflict-related sexual violence, including as part of transitional justice processes while advocating for women's participation in such processes (DRL, INL, J/GCJ, S/GWI).

- Support civil society efforts that encourage governments to adopt, implement, and enforce domestic laws on GBV and human rights (DRL, NEA, S/GWI).

- Incorporate GBV and forms of codified gender discrimination in the Department's annual Country Reports on Human Rights Practices (DRL).

Survivors of GBV can face stigma and isolation; U.S. efforts aim to raise awareness and support survivors with the tools they need to thrive. (UNICEF photo)

- Engage with partner governments to address negative performance on human rights and trafficking in persons as reflected in the Department's annual Country Reports on Human Rights Practices and Trafficking in Persons Report (DRL, J/TIP, Regional Bureaus, S/GWI).

- Advocate for the prevention and reduction of statelessness by advancing women's equal ability to transmit their nationality to their children (PRM).

Enhance the capacity and mobilize political will of the justice and security sectors to prevent and respond to GBV.

- Train partner government justice, law enforcement, and military forces to recognize, prevent, and respond to GBV through a first-response and survivor-centered approach (AF, INL, PM, NEA, S/GAC, S/GWI, WHA).

- Support civil society to work with law enforcement and justice sector institutions to strengthen GBV prevention and response, and survivors' access to justice (DRL, J/IRF, NEA, S/GAC, S/GWI).

- Prevent, and pursue accountability for, abuses perpetrated by the security sector, including SEA and other forms of GBV, through targeted engagement that enhances partner governments' capacities and political will to reform security sector governance (AF, DRL, IO, PM, S/GWI).

- Prevent foreign security units that are credibly known to have perpetrated gross violations of human rights, including those involving sexual violence from receiving U.S. security assistance, until host governments have brought perpetrators to justice, including through application of the Leahy Law (DRL, PM, S/GWI).

- Assist peacekeeping Police- and Troop- Contributing Countries (P/TCCs) in preparing military and police peacekeepers to prevent and respond to GBV, including sexual violence in conflict, as well as SEA (AF, PM, INL).

- Provide specialized pre-deployment training on international humanitarian law for partner governments' units from African P/TCCs to reduce, investigate, and prosecute violations and abuses, including those involving GBV (AF, L, PM).

Promote cross-sectoral support for survivors, including access to justice, medical and psychosocial support, and economic opportunity.

- Engage host governments and local civil society on the needs of GBV survivors, particularly on their access to resources, enhancing security and justice sector institutions' prevention of GBV, and overcoming barriers such as addressing stigma and fear of retribution (AF, DRL, EUR, J/GCJ, J/IRF, NEA, S/GAC, S/GWI).

- Promote multi-sectoral efforts to strengthen survivors' access to justice, including legal aid, medical and psychosocial support, shelter, and economic resources (AF, DRL, EUR, INL, J/GCJ, NEA, PRM, S/GAC).

- Partner with civil society and the private sector to provide short-term emergency assistance to survivors of extreme forms of GBV (DRL).

- Prioritize protection of trafficking victims, including through systematic victim identification and referral to service providers for comprehensive, trauma-informed care (J/TIP).

- Incorporate economic and livelihood assistance into GBV prevention and response programs (EB, DRL, S/GAC, S/GWI).

Support women and girls' access to humanitarian assistance and provide humanitarian assistance that is tailored to their distinct needs

◆ Advocate for the protection of the most vulnerable populations in crises, particularly women and girls who are refugees, survivors of conflict, and stateless persons through humanitarian diplomacy (NEA, PRM).

◆ Support GBV survivors through a range of humanitarian assistance programs, from prevention and awareness raising to services, including medical, legal, livelihood, and psychosocial support (NEA, PRM, S/GAC).

◆ Build the capacity of humanitarian personnel and service providers in identifying and addressing GBV (NEA, PRM, S/GAC).

Invest in prevention architectures and promote resilience through inclusive development.

◆ Strengthen early warning tools and data analytics by increasing the collection of sex-disaggregated data, including on GBV, as well as the development of new WPS indicators to support U.S. government and international conflict and atrocity prevention efforts (CSO, S/GWI).

◆ Strengthen resilience to conflict by expanding and enabling women's access to political and economic opportunities and promoting violence prevention through accountability (AF, DRL, EAP, INL, J/GCJ, NEA, SCA, S/GAC, S/GWI, WHA).

Every year, Embassy Sarajevo and the U.S. Military work together to help bring much-needed repairs to schools in smaller communities throughout Bosnia and Herzegovina. (U.S. Department of State photo, Embassy Sarajevo Public Affairs Section)

LINE OF EFFORT 3: INTERNAL CAPABILITIES

Department Outcome: Through diplomatic engagement, public diplomacy, and programs in targeted contexts, the Department models best practices in its leadership, training, analytic, and safeguarding practices.

Lead by example through our policies, programs, and actions to signal WPS is a priority.

- Develop unified policy guidance on gender equality and women's empowerment, including by updating the Foreign Affairs Manual and other strategic guidance documents (S/GWI, S/P).

- Provide gender analysis tools for budget planning processes to align strategies, policies, and programs across the Department with gender equality outcomes and the needs and perspectives of women, as required by law (S/GWI).

- Incorporate WPS Strategy mandate and goals into bureau strategic frameworks and Integrated Country Strategies (all implementing bureaus and offices).

- Update notice of funding opportunity templates for peace and security funding to cite the WPS Strategy, including but not limited to WPS policies related on preventing and combatting GBV and human trafficking and supporting survivors (all implementing bureaus and offices).

With more than 200 posts and 630 American Spaces across the globe, the Department's global presence and relationships with governments and communities will be integral to advancing the WPS Strategy. (U.S. Department of State Photo)

- Develop bureau-specific policies, action plans, and resources on WPS, which signal senior-level support and provide guidance on ways to integrate WPS in policies and programming (CSO, DRL, J/IRF, S/GWI).

- Encourage women's equal opportunity for participation and representation as speakers in panels and events hosted by embassies and consulates and U.S. diplomatic delegations, as well as events the department hosts and attends (AVC, EAP, EB, ECA, GPA, J/IRF, NEA).

- Engage senior-level "key" leaders (see metrics definition) in foreign governments and international organizations on the importance of women's safety and participation in efforts to promote global peace and security (DRL, IO, J/IRF, PM, PRM, Regional bureaus, S/GWI).

- Promote an open and inclusive working and learning environment for personnel through internal policies to promote diversity and inclusion and promote equal opportunity for women's participation (FSI, HR).

- Collect voluntary data on men and women's promotions within the Civil and Foreign Service and collect views on gender equality, job satisfaction, and professional development annually (HR).

- Communicate WPS as a U.S. global policy priority through traditional and social media (AF, CSO, DRL, GPA, INL, R, S/GWI).

- Leverage relationships with civil society, academia, think tanks, governments, and online audiences to signal U.S. leadership and communicate impact on WPS (CSO, J/IRF, S/GWI).

Build a coordination infrastructure in the Department to support implementation of the WPS Strategy.

- Develop and maintain a WPS coordination mechanism to enhance access to resources, support exchange of best practices, and enable reporting (S/GWI).

- Designate the senior official responsible for coordinating implementation of the WPS Strategy as the Ambassador-at-large for Global Women's Issues (S/GWI).

- Designate at least one expert-level representative to be responsible for WPS implementation within bureaus and offices, along with one Front Office representative at the level of Deputy Assistant Secretary or higher (all implementing bureaus).

- Establish and maintain internal bureau gender working groups in Washington to coordinate policy priorities (AF, CSO, DRL, EUR).

Incorporate WPS principles and themes into formal training provided by the Foreign Service Institute.

- Review and update course offerings consistent with the WPS Act of 2017 and fully accommodate the demand for such courses (FSI, L, with support from CSO, PRM, and S/GWI).

- Review all global, regional, and country-specific courses; integrate or revise material when applicable to increase WPS content and trainings (FSI).

- Include course material on diversity, mitigating bias, and cultural differences, which encompasses WPS relevant themes, in orientation courses for Foreign Service and Civil Service employees (FSI).

- Incorporate WPS-relevant case studies related to countries at risk of, undergoing, or emerging from violent conflict into three Policy Implementation Reviews by the end of 2020 (FSI).

- Provide gender-sensitive programmatic and strategic planning training, including how to develop gender-sensitive indicators, quality standards, budgeting, and gender-disaggregated data (FSI, R/PPR, S/GWI).

Develop and strengthen inter- and intra-bureau trainings and resources on WPS Strategy concepts and themes.

- Provide inter- and intra-bureau training to bureaus and relevant interagency personnel on WPS Strategy themes as relevant for specific bureau mandates (AVC, CSO, DRL, INL, L, S/GWI).

- Develop and deliver pre-departure briefings that integrate WPS themes for Ambassadors and other Post-bound senior leaders to ensure diplomatic engagement on WPS at the highest levels (AF, DRL, NEA).

- Require internal training for all appropriate bureau personnel on GBV and SEA prevention standards (PRM, S/GWI).

Expand and apply gender analysis to policy and program design to enhance outcomes in gender equality and women's empowerment.

- Provide gender analysis tools for budget planning processes to align strategies, policies, and programs across the Department with gender equality outcomes and women's empowerment, outlined in the WPS Strategy (BP, F, S/GWI).

- Integrate gender analysis into procurement practices, including notices of funding opportunities (all implementing bureaus and offices).

- Encourage federal grant and cooperative agreement applicants to promote the participation of women included in all capacity building activities, technical exchanges, and other activities supported with U.S. foreign assistance (ENR).

- Ensure tracking of sex-disaggregation of beneficiaries in the Global Peace Operational Initiative, IMET, mine risk education under conventional weapons destruction foreign assistance, the Global Security Contingency Fund (GSCF), Global Defense Reform Program (GDRP), and Security Forces Professionalization (SFP) programs (PM).

Develop and implement Department-wide safeguarding standards to promote the safety and dignity of program participants and beneficiaries.

- Develop Department-wide safeguarding standards for DOS-funded/implemented programming to help programming beneficiary safety (S/GWI and PRM, with A/OPE support).

- Integrate safeguarding requirements and standards into awards and notices of funding opportunities for grant recipients, sub-grant recipients, and contractors (CSO, DRL, PRM, S/GAC, S/GWI with A/OPE support).

- Ensure humanitarian partners (international organizations and NGOs) implement safeguarding mechanisms, including by using gender analysis, to mitigate potential violence or protection risks and promote the protection and safety of beneficiaries (PRM, S/GAC).

LINE OF EFFORT 4: PARTNERSHIPS

Department Outcome: Targeted partner governments will make measurable progress towards adopting policies, plans, and capacity to improve the meaningful participation of women in processes connected to peace and security and decision-making institutions.

Support the development and implementation of WPS-related policies at national, regional, and local levels to scale women's contributions to peace and security.

- Promote the development, implementation, and revision of partner countries' NAPs on WPS through diplomatic activities and/or foreign assistance (AF, DRL, IO, NEA, SCA, S/GWI).

- Support foreign governments' efforts to advance WPS, including through bilateral partnerships on WPS that scale collaboration (S/GWI, WHA).

- Support partner governments in incorporating issues related to women in security strategies and policies, particularly those related to countering terrorism and CVE (CSO, CT, S/GWI).

Strengthen U.S. diplomatic leadership to mobilize international donors in support of WPS.

- Advocate diplomatically for greater collaboration and pooled funding among donors, allies, and partners to counter global threats to women and girls and promote their roles in peace and security processes globally (CSO, DRL, EUR, S/GAC, S/GWI).

- Participate in the Call to Action on Protection from Violence in Humanitarian Emergencies, including as part of the donor working group, and develop a new Call to Action Roadmap (PRM).

- Convene civil society, private sector, regional representatives, and multilateral partners to specifically discuss how to partner in promoting WPS (AF, DRL, J/IRF).

Develop and expand global coalitions, public-private partnerships, and other collaborations in support of WPS.

- Increase and enhance engagement with the private sector and civil society, including survivors, to strengthen federal and global anti-trafficking efforts (J/IRF, J/TIP).

- Provide capacity building workshops for partner governments to encourage greater collaboration with civil society, regional, and multilateral entities on WPS (AF).

- Incorporate marginalized populations issues, including women, into human rights-focused public diplomacy campaigns targeting local civil society audiences (DRL, J/IRF, S/GAC).

- Through the 630 American Spaces around the globe, increase collaboration with civil society to empower women and girls on such WPS issues as GBV prevention and response (ECA, J/IRF).

- Support men and boys in developing knowledge and tools to become advocates for gender equality and women's empowerment (DRL, NEA, PRM, R/PPR, S/GAC, S/GWI).

- Implement and grow a public-private partnership initiative to encourage women's perspectives, leadership, and participation in the security field through a digital platform, an annual forum, networking opportunities, and webinars (DS/OSAC).

- Sustain collaboration with alumni of U.S. exchange programs to share approaches on strengthening the role of women in peace and security, protecting them from GBV, and supporting their inclusion in economic and political spheres (ECA, NEA, WHA).

- Leverage exchange programs such as Fulbright to exchange knowledge on WPS topics and collaborate with civil society partners during PD-focused events on WPS topics (ECA).

- Publicize partnership engagements through traditional and social media to attract new public-private partnerships, and other collaborations (R).

Women and girls participate in a workshop at the U.S. Embassy in Pakistan.
(U.S. Department of State photo)

Collaborate with regional organizations, networks, and platforms to advance WPS themes.

◆ Increase collaboration with regional platforms and networks globally to advance WPS Strategy goals (CT, IO, Regional bureaus, S/GWI).

◆ Promote WPS in policy development, revision, and implementation through regional initiatives such as the Lower Mekong Initiative, the Indo-Pacific Strategy, Asia-Pacific Economic Cooperation, the Association of Southeast Asian Nations, the Pacific Islands Forum, and ongoing engagement with likeminded countries (EAP, EB, S/GWI, WHA).

Scale U.S. influence and leadership in high-profile multilateral fora, strategic dialogues, and international conferences.

◆ Represent the United States at a chief of mission level during UN Security Council Discussions on WPS (USUN).

◆ Enhance the resources available to U.S. diplomats to strengthen their effectiveness in promoting WPS in multilateral settings, including through development of unified policy guidance and other tools (AVC, EAP, IO, INL, S/GWI, USNATO/EUR).

◆ Introduce WPS-related content into multilateral products, agreements and communiques, and mandate renewals, particularly in contexts where WPS has not historically been discussed (EAP, IO, NEA, S/GWI).

◆ Enhance U.S. messaging that signals WPS as a priority, including in national statements in a range of formal and informal multilateral fora (AVC, IO, WHA).

◆ Integrate WPS into U.S.-hosted strategic and security dialogues, such as the Warsaw Ministerial Process on Security in the Middle East, the U.S. G7 Presidency in 2020, the Stabilization Leaders Forum, and the International Atrocity Prevention Working Group (CSO, DRL, EUR, NEA, S/GWI).

Support access for women peacebuilders and survivors of violence to international institutions and decision-making fora.

◆ Promote the participation of women civil society representatives in multilateral decision-making processes, the UN, and regional bodies, including through logistical support, where appropriate, to enable their travel (IO and USUN, with support from AVC, CA, relevant Regional bureaus, S/GWI).

◆ Leverage U.S. diplomatic influence to enhance women peacebuilders' and survivors' access to senior representatives of international organizations (EAP, IO, J/IRF, NEA, S/GWI).

◆ Promote international organizations' and agencies' engagement with women in the development of assessments and reports, including the UN Counterterrorism's Committee's country assessments (CT, IO).

Promote accountability of international organizations in meeting their responsibilities on WPS, women's empowerment, and conflict prevention, including GBV.

◆ Promote mainstreaming of WPS themes into the mandates and work of multilateral bodies to enhance their effectiveness and reach (AVC, EAP, IO, PM, USNATO/EUR).

◆ Maintain a list of qualified American women for consideration for senior-level positions, as appropriate, in international organizations to enhance the representation of women in senior leadership roles (IO).

◆ Target diplomatic support, and funding support, where appropriate, to the mandates of special envoys and committees overseeing WPS in international organizations, including: WPS representatives at the Organization for Security and Cooperation in Europe (OSCE) and the North Atlantic Treaty Organization (NATO), the UN Special Representative of the Secretary General on Sexual Violence in Conflict, and the NATO Committee on Gender Perspectives (IO, S/GWI, USNATO/EUR, USOSCE/EUR).

◆ Promote prevention of, response to, and accountability for, SEA among all foreign personnel deployed to international peacekeeping missions (AF, IO, PM).

◆ Strengthen women's participation in peacekeeping through diplomatic advocacy, mandate renewals, training for P/TCCs, and oversight of peacekeeping missions (AF, INL, IO, PM).

Incorporate WPS principles into global disarmament goals.

◆ Assuming conformance with other U.S. policies, co-sponsor the UN First Committee resolution on women, disarmament, nonproliferation, and arms control (AVC, IO).

◆ Advocate for the inclusion of WPS concepts, guest speakers, and national progress updates in disarmament dialogues, particularly the OSCE Forum for Security Cooperation (AVC).

List of Stakeholders

AF . . . . .Bureau of African Affairs

A/OPE . . . . . . .Office of the Procurement
Executive

AVC. . . . . .Bureau of Arms Control,
Verification and Compliance

BP . . . . .Bureau of Budget Planning

CSO. . . . . .Bureau of Conflict and
Stabilization Operations

CT . . . . .Bureau of Counterterrorism and
Countering Violent Extremism

DRL . . . . .Bureau of Democracy, Human
Rights, and Labor

DS . . . . .Bureau of Diplomatic Security

EAP . . . . .Bureau of East Asian and
Pacific Affairs

EB . . . . .Bureau of Economic and
Business Affairs

ECA . . . . .Bureau of Educational and
Cultural Affairs

ENR . . . . .Bureau of Energy Resources

EUR . . . . .Bureau of European and
Eurasian Affairs

F . . . . .Office of U.S. Foreign
Assistance Resources

FSI . . . . .Foreign Service Institute

GPA. . . . . .Global Public Affairs

INL. . . . . .Bureau of International Narcotics
and Law Enforcement Affairs

IO. . . . . .Bureau of International
Organization Affairs

ISN. . . . . .Bureau of International Security
and Nonproliferation

J/GCJ . . . . .Office of Global Criminal Justice

J/TIP. . . . . .Office to Monitor and Combat
Trafficking in Persons

J/IRF . . . . .Office of International
Religious Freedom

L . . . . .Office of the Legal Adviser

NEA. . . . . .Bureau of Near Eastern Affairs

OES . . . . .Bureau of Oceans and
International Environmental
and Scientific Affairs

PM . . . . .Bureau of Political-Military
Affairs

PRM . . . . .Bureau of Population, Refugees,
and Migration

R. . . . . .Under Secretary for Public
Diplomacy and Public Affairs

R/PPR . . . . . . .Office of Policy, Planning,
and Resources for Public
Diplomacy and Public Affairs

SCA . . . . .Bureau of South and Central
Asian Affairs

S/GAC . . . . . . .Office of the Global AIDS
Coordinator and Health
Diplomacy

S/GFS. . . . . . . .Secretary's Office of Global Food
Security

S/GWI . . . . . . .Secretary's Office of Global
Women's Issues

S/P . . . . .Secretary's Office of Policy
Planning

WHA. . . . . .Bureau of Western Hemisphere
Affairs

USUN . . . . .U.S. Mission to the United Nations

USNATO . . . . .U.S. Mission to the North Atlantic
Treaty Organization

ANNEX B
METHODOLOGY

The Secretary's Office of Global Women's Issues (S/GWI) led the Department through a results-based, consultative process for developing this implementation plan, drawing on the combined expertise of its policy, and programs teams, including its Monitoring, Evaluation, and Learning (MEL) experts. This methodology is based on international best practice [3] for the development, monitoring, and evaluation of National Action Plans on WPS (NAPs), and lessons learned from the Department's previous implementation of the 2011 U.S. National Action Plan on WPS (U.S. NAP). This plan will be implemented in a phased approach in order to ease into commitments and metrics. The plan's inclusive, bottom-up approach follows five principles to deliver an integrated, results-oriented, and measurable plan:

Leadership: Following the release of the WPS Strategy in June 2019, the Deputy Secretary of State, the Director of the Secretary's Office of Policy Planning, and S/GWI conducted an executive briefing to emphasize the importance of high-level buy-in and participation. Senior leaders from 25 bureaus and offices attending the briefing and nominated expert personnel from their bureaus to act as the policy and programming points of contact. This was done to ensure collaboration between all aspects of Department efforts, and to encourage the submission of concise, streamlined commitments. All bureau commitments were required to be cleared not only through the subject matter experts, but also through their bureau leadership, highlighting the importance of accountability throughout the implementation process. To inform bureau commitments, the Secretary released a cable to all U.S. missions to inform them of the Strategy, demarche host governments about the strategy, and to solicit input from Chiefs of Mission on ongoing and proposed activities under the strategy.

Results-Based Design: Our methodology leverages results-based planning, which emphasizes the long-term results (outcomes) that the Department aims to achieve, rather than activities and inputs. Results-based planning articulates what success looks like, maps clear pathways to change, and aligns actions and inputs to achieve these, ensuring a coherent strategy and responsible stewardship of U.S. taxpayer dollars.

To ensure unity of vision across the Department's many stakeholders, S/GWI's Programs Team MEL experts facilitated a design workshop early in the drafting process, using a logical framework approach to help stakeholders from across the Department collaboratively identify the results (outcomes) of this plan. The outcomes mirror the Lines of Effort outlined in the U.S. Strategy on WPS. Working backwards, participants split these results into more tangible, measurable components around which they could organize their efforts (outputs). By convening stakeholders from across policy, public diplomacy, programs, and operations, this workshop laid the foundation for integrating WPS across all of the Department's core competencies, broadening the 2011 U.S. NAP's more narrow focus on programs.

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3.   https://www.inclusivesecurity.org/publication/creating-national-action-plans-a-guide-to-implementing-resolution-1325/

Inclusion: Following this workshop, S/GWI established three workstreams for (1) policy and public diplomacy, (2) programs, and (3) training and operations, which convened Department stakeholders in each of these areas. Through these workstreams, personnel discussed with external experts. Personnel identified relevant, specific commitments (outputs) that each of their bureaus and offices will take to achieve the long-term and mid-term outcomes of this plan, tailored to their respective missions, strategies, and existing resources. See Annex A for these commitments.

Engagement with civil society is critical to the U.S. government's efforts to understand best practices, emerging issues, and gaps in our approach. The NSC will coordinate interagency public discussions with U.S.-based civil society, where the Department will participate and share, to the extent practicable, information on progress toward WPS Strategy objectives to support feedback, learning, and dissemination beyond the U.S. Government.

MEL: When submitting their commitments to implement this plan, bureaus and offices also proposed indicators to measure progress against them. To mainstream WPS and prevent duplicative MEL systems, S/GWI encouraged the use of existing Foreign Assistance (FA) indicators, where possible. This also aims to drive uptake of existing gender-related FA indicators that have been under-reported to date. Our MEL framework provides new indicators only where existing ones are lacking, and innovates by creating new indicators for tracking diplomatic efforts. To prevent reporting fatigue, we include only those indicators that are necessary and sufficient for measuring Department progress towards its outcomes. Each indicator corresponds with one of the interagency metrics established by the U.S. Strategy on WPS, enabling the Department to feed its data into broader, whole-of-government reporting.

While many of the Department's indicators remain at the output level, they will be annually revisited to iterate towards, and ultimately graduate to, more outcome-level indicators. All bureaus and offices with relevant diplomatic and/or programmatic efforts will feed into indicators marked "Department-wide" beginning in 2020. S/GWI will support those that are unable to do so in the first year to strengthen their ability to do so in the second.

Coordination: The Department will create an internal coordination infrastructure to help bureaus and offices coordinate, report on, and learn from implementation of this plan. This will also serve as the technical hub to provide Department personnel with tools and training for implementation, including, but not limited to, the expansion of gender analysis, preventing sexual exploitation and abuse (PSEA) safeguarding standards, and gender-responsive MEL.

Challenges: There are several challenges that may affect the implementation of this plan, including difficult security environments that may affect diplomatic and programmatic engagement. Foreign assistance resources may not always be available or may limit the scope of engagement. As we begin implementing this plan, it may be challenging for bureaus to report against indicators given demands on resourcing. Furthermore, turnover in personnel and bandwidth at U.S. missions given other pressing priorities may impact implementation.

ANNEX C
WOMEN, PEACE AND SECURITY INTERAGENCY METRICS

A.1	**Milestone:** The National Security Council staff (NSC) will coordinate at least three senior-level department and agency meetings a year to discuss progress and revisit metrics related to the WPS Strategy. One of these meetings will include a cross-over discussion with W-GDP. (Reporting organization: NSC)
A.2	**Milestone:** Departments and agencies will coordinate two public consultations with U.S. based civil society organizations a year. (Reporting departments or agencies: State, USAID, DOD, and DHS)
A.3	**Milestone:** Departments and agencies will collectively compile an annual review of the U.S. implementation of WPS Strategy objectives, including the preparation of a public report.(Reporting department or agencies: State, USAID, DOD, and DHS)

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

1. 1	**Metric:** Number of engagements by key USG leaders focused on increasing women's meaningful participation and leadership. (Reporting departments or agencies: State, USAID, DOD, DHS)
1. 2	**Metric:** Number of local women who participate in substantive roles or positions influencing peace efforts, both formal and informal, in which the United States is involved. (Reporting departments or agencies: State, and USAID)
1.3	**Metric:** Number of women who participate in U.S.-funded training for foreign nationals. (Reporting departments or agencies: State, USAID, DOD, and DHS)

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

2.1	**Metric:** The USG will review, revise, and adopt safeguarding standards that guide the conduct of implementers' of USG funded programs. (Reporting department or agency: State, USAID, DOD, DHS)
2.2	**Metric:** Number of USG key leader engagements focused on women's safety and prevention of gender-based violence (GBV) in conflict, crisis, and disaster contexts. (Reporting departments or agencies: State, USAID, DOD, and DHS)
2.3	**Metric:** Number of people who benefit from U.S.-funded support to GBV survivors. (Reporting departments or agencies: State, USAID)
2.4	**Metric:** Percentage of USG funded projects with non-governmental and international organizations that include activities to prevent and/or respond to GBV in humanitarian emergencies. (Reporting departments or agencies: State, USAID)

Line of Effort 3:

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

3.1	**Metric:** Departments and agencies designate one or more senior official to be the lead for Women, Peace, and Security. (Reporting departments or agencies: State, USAID, DOD, and DHS)
3.2	**Metric:** Number of USG trainings that integrate WPS principles. (Reporting departments or agencies: State, USAID, DOD, and DHS)
3.3	**Metric:** Departments and agencies establish internal WPS coordination structures and mechanisms. (Reporting departments or agencies: State, USAID, DOD, and DHS)
3.4	**Metric:** Total funding of activities aligned with WPS Strategy objectives. (Reporting departments or agencies: State, USAID, DOD, and DHS)
3.5	**Metric:** Number of key USG strategies that explicitly integrate WPS principles. (Reporting departments or agencies: State, USAID, DOD, DHS, and NSC)
3.6	**Metric:** Number of U.S. strategies, policies, and programs are informed by a gender analysis. (Reporting departments or agencies: State, USAID, DOD, and DHS) [4]

Line of Effort 4:

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

4.1	**Metric:** Number of engagements by key U.S. leaders that lead to formal partnerships on WPS with partner nations. (Reporting departments or agencies: State, USAID, DOD, and DHS)
4.2	**Metric:** Number of high-level commitments on WPS introduced or led by the USG in multilateral fora. (Reporting departments or agencies: State, DOD)
4.3	**Metric:** Number of p artner nation legal instruments and policies drafted—including national-level frameworks on WPS and GBV response—that are developed or implemented with assistance or encouragement from USG actors. (Reporting departments or agencies: State, USAID, and DOD)

4. The WPS Strategy incorporates the definition of "gender analysis" outlined in the Women's Economic Empowerment and Entrepreneurship Act, namely, to undertake analysis of "quantitative and qualitative information to identify, understand, and explain gaps between men and women. This indicator will also mutually support best practices under the Women's Global Development and Prosperity Initiative (W-GDP).

ANNEX D
INTERAGENCY METRICS AND U.S. DEPARTMENT OF STATE INDICATORS

Monitoring, Evaluation, and Learning

The WPS Act, signed into law by President Trump in 2017, requires a USG-wide monitoring and evaluation plan to ensure the accountability and effectiveness of all policies and initiatives carried out under the Strategy. Because the following indicators enable the U.S. Department of State (the Department) to report into the Interagency's Women, Peace, and Security Strategy: Milestones & Metrics [5], bureaus and offices that integrate them into their policy and program monitoring and evaluations will have satisfied the law's and Strategy's requirements.

The Department defines monitoring and evaluation as distinct, but related processes (see 18 FAM 301.4). Monitoring occurs throughout the lifetime of a policy or program to assess progress towards established goals and objectives. Evaluations collect and analyze information about the outcomes of policies and programs, typically after their completion, to make judgements and inform decisions about current and future policies and programs. While monitoring data can inform an evaluation and/or indicate when an evaluation is needed to understand how or why certain results are being observed, it is not a substitute.

Each bureau and office is responsible for its own monitoring and evaluation (see 18 FAM 301.4), including establishing baselines and endpoint targets.

Bureaus and offices are encouraged to integrate women's perspectives via consultations with local women leaders and civil society. To ensure learning informs future policy, programs, and best practice, evaluation findings should be shared across the U.S. government, civil society, and international partners, as appropriate.

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5. https://www.whitehouse.gov/wp-content/uploads/2019/10/Women-Peace-and-Security-Metrics-and-Milestones.pdf

Indicators

The following indicators will be used to monitor and evaluate the success of the U.S. Department of State's Plan to Implement the U.S. Strategy on Women, Peace, and Security (WPS) by 2023. By streamlining the number of indicators available throughout the Department, this framework collects only the data that is necessary and sufficient for measuring Department progress toward its outcomes. This follows international best practice and facilitates Department-wide reporting. Individual bureaus and offices, however, may still elect to track each of their assigned actions in the Plan.

To mainstream WPS efforts and prevent duplicative systems, the framework encourages use of existing Foreign Assistance (FA) indicators where possible. It provides new FA indicators only where existing ones are lacking, and innovates by adding new indicators for tracking diplomatic efforts.

Implementing bureaus and offices will not track the Interagency's metrics [6] directly. "Corresponding Interagency Metrics" are intended only to illustrate how the Department's indicators will feed into the interagency reporting. One interagency metric may correspond with more than one outcome.

The Department will build a framework for reporting during the first year of implementation. All bureaus and offices with relevant diplomatic and/or programmatic efforts will feed into indicators marked "Department-wide" beginning in 2020. Those that are unable to do so in the first year can strengthen their ability to do so in the second. The Department will collectively compile an annual review of implementation progress, which will include the preparation of its contributions to an interagency public report.

These indicators may be adapted annually to capture new learning and strengthen Department reporting and analysis. The NSC will coordinate three senior-level meetings a year to discuss progress and revisit metrics. One of these meetings will include a crossover discussion with the Women's Global Development and Prosperity (W-GDP) Initiative.

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6. https://www.whitehouse.gov/wp-content/uploads/2019/10/Women-Peace-and-Security-Metrics-and-Milestones.pdf

WPS STRATEGY LOE 1:

Seek and support the preparation and meaningful participation of women around the world in decision-making processes related to conflict and crisis.

Outcome 1		Women's meaningful participation in decision-making processes related to conflict and crises will increase in targeted contexts.		
Priority Area		Women and girls have the knowledge and skills to meaningfully participate in substantive roles related to preventing, resolving, and rebuilding after conflict, crisis, and terrorism.		
Type	**Name**	**Interagency Metric**		**Participating Entities**
Corresponding Interagency Metric	IA 1.3	Number of women who participate in U.S.-funded training for foreign nationals.	Interagency Explanation: Many women face multiple barriers when trying to enter, remain, or advance in the workforce. The USG will assess whether women have access to the same capacity-building and career-strengthening opportunities we provide to their male colleagues by measuring women's participation in U.S.-funded training and initiatives. This will help the USG identify gaps in U.S. efforts to guide future programs and outreach. State Department Definition: The Department defines U.S.-funded training according to existing Foreign Assistance definitions.	S/GWI compiles Department submissions from below.
Type	**Name**	**Department Indicator**		**Participating Entities**
Foreign Assistance Indicators	DR.3.1-2a	Number of women's rights groups trained in conflict mediation/resolution skills or consensus-building techniques with U.S. Government assistance.		Department-wide, led by F
	YOUTH-4b	Number of females age 10-18 who participate in civil society activities following social or leadership skills training or initiatives from USG-assisted programs.		Department-wide, led by F
	DR6.1-2b	Number of women human rights defenders trained and supported.		Department-wide, led by F
	DR3.3-1b	Number of women who receive USG-assisted political party training.		Department-wide, led by F
	DR1.3-1b	Number of female judicial personnel trained with USG assistance.		Department-wide, led by F
New Indicator	WPS1.1-1	Number of programs that are designed to support women and girls with the knowledge and/or skills to prevent, manage, or resolve conflict, and/or counter terrorism, and are reporting using the WPS key issue.		Department-wide

Priority Area	Partner governments' security sectors increase women's participation and engage women among the populations they serve.		
Type	**Name**	**Interagency Metric**	**Participating Entities**
Corresponding Interagency Metric	IA 1.3	Number of women who participate in existing USG--funded training for foreign nationals. — Interagency Explanation: See IA 1.3. State Department Definition: See IA 1.3.	S/GWI compiles Department submissions from below.
Type	**Name**	**Department Indicator**	**Participating Entities**
Foreign Assistance Indicator	GDNR-9	Number of training and capacity building activities conducted with U.S. Government assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities.	Department-wide, led by F
New Indicators	WPS1.2-1	Number of foreign national women who participate in USG-funded training related to security, justice, criminal justice, law enforcement, and/or peacekeeping professionals [tracks IA 1.3].	AF, CT, DS, INL, PM
New Indicators	WPS1.2-2	Number of USG-supported activities that help advance the existing GCTF good practices (i.e. on gender as well as on FTFs).	CSO, CT
Priority Area	Women have increased opportunities to access and influence decision-making bodies, networks, and processes.		
Type	**Name**	**Interagency Metric**	**Participating Entities**
Corresponding Interagency Metric	IA 1.2	Number of local women who participate in substantive roles or positions influencing peace efforts, both formal and informal, in which the United States is involved. — Interagency Explanation: Peace processes and peacebuilding efforts are more successful when women have influential roles. Women exercise influence across a range of roles, including negotiators, mediators, representatives of constituent groups, and technical experts. The USG will initially track women's meaningful participation in the peace efforts and will look to develop future metrics to capture women's influence, in formal and informal roles in peace and security initiatives to measure the outcomes of their participation. — State Department Definition: This definition supports the Department in tracking women's representation to inform efforts. Local women is defined as women from the relevant conflict, country, area, or region. Substantive roles or positions are defined as those where the participant has realistic opportunities to share information and represent her own perspectives or those of a group she represents; define issues, problems, and solutions; and influence decisions and outcomes associated with the process or initiative. To the extent practicable, individuals should be counted only once per fiscal year under this indicator. Peace efforts are defined as formal (diplomatic or official) or informal (grassroots, civil society) efforts, initiatives, or activities aimed at preventing or managing violent conflict, resolving conflict or the drivers of conflict, and sustaining peace following an end to violent conflict. U.S. involvement is defined as diplomatic engagement, public diplomacy, and/or foreign assistance activities. This interagency indicator is based on FA Indicator GNDR-1 (see for guidance).	S/GWI compiles Department submissions from below.

Type	Name	Interagency Metric			Participating Entities
Corresponding Interagency Metric	IA 1.1	Number of engagements by key USG leaders focused on increasing women's meaningful participation and leadership.	Interagency Explanation: USG senior-level engagement helps to: raise awareness of the importance of women's participation in peace and security processes; and mobilize political will and action from foreign governments, international organizations, and non-governmental actors.	State Department Definition: The Department defines key leader engagements as U.S. Senior Executive Service (SES) / Senior Foreign Service (SFS) level or equivalent, to include Ambassadors and DCMs, engaging senior-level foreign government or international organization counterparts in formal settings.	S/GWI compiles Department submissions from below.

Type	Name	Department Indicator	Participating Entities
Foreign Assistance Indicators	GDNR-10	Number of local women participating in a substantive role or position in a peacebuilding process supported with U.S. Government assistance.	Department-wide, led by F
	DR.4.2-2b	Number of women's rights civil society organizations (CSOs) receiving USG assistance engaged in advocacy interventions.	Department-wide, led by F
	DR3.1-1b	Number of U.S. Government-assisted consensus-building processes related to women's rights resulting in an agreement.	Department-wide, led by F
New Indicators	DR 4-1	Number of U.S. Government-supported activities designed to promote or strengthen the civic participation of women.	Department-wide, led by F
	DR 3.3-2	Number of U.S. Government-assisted political parties implementing initiatives to increase the number of candidates and/or members who are women, youth and from marginalized groups.	Department-wide, led by F
	WPS1.3-1	Number of key leader engagements for Washington-based principals focused on increasing women's meaningful participation and leadership [tracks IA 1.1].	Department-wide
	WPS1.3-2	Number of countries where bureaus and/or posts report substantial and sustained diplomatic engagements promoting women's meaningful participation and leadership in peace and security, including Front Office involvement.	Department-wide
	WPS1.3-3	Number of women in U.S. exchange programs focused on human rights and/or preventing violence or conflict.	ECA
	WPS1.3-4	Number of U.S. exchange programs focused on women, peace, and security themes.	ECA

Outcome 2		Women and girls have improved access to aid and protection from gender-based violence (GBV), abuse, and exploitation in targeted contexts.		
Priority Area		Partner governments enhance prevention of and response to GBV, including through the justice and security sector and peacekeeping forces.		
Type	Name	Interagency Metric		Participating Entities
Corresponding Interagency Metric	IA 2.2	Number of USG key leader engagements focused on women's safety and prevention of gender-based violence (GBV) in conflict, crisis, and disaster contexts.	Interagency Explanation: Senior-level engagement raises awareness of the importance of protecting women's and girls' safety, including from GBV, and helps mobilize political will and action from partner governments, international organizations, and non-governmental actors. Tracking this metric will measure the commitment of key and influential leaders across the USG to safety issues and bolster USG commitment to advancing accountability for abuse. State Department Definition: The Department defines key leader engagements as U.S. Senior Executive Service (SES) / Senior Foreign Service (SFS) level or equivalent, to include Ambassadors and DCMs, engaging senior-level foreign government or international organization counterparts in formal settings.	S/GWI compiles Department submissions from below.
Type	Name	Department Indicator		Participating Entities
New Indicators	WPS2.1-1	Number of key leader engagements for Washington-based principals focused on women's safety and prevention of GBV in conflict, crisis, and disaster contexts [tracks IA 2.2].		Department-wide
	WPS2.1-2	Number of countries where bureaus and/or posts report substantial and sustained diplomatic engagements promoting enhanced GBV efforts, including Front Office involvement.		Department-wide
	WPS2.1-3	Number of activities/trainings on preventing and/or strengthening accountability for SEA and/or GBV perpetrated by partner nation security sectors.		Department-wide [at minimum, AF, INL, PM]
	WPS2.1-4	Number of activities/trainings that build criminal justice and/or peacekeeping professionals' abilities to prevent and/or respond to GBV.		INL, PM, SGAC

Annex D

Priority Area		Survivors of violence have the resources they need to recover and thrive through access to justice, support, and opportunity.			
Type	**Name**	**Interagency Metric**			**Participating Entities**
Corresponding Interagency Metric	IA 2.3	Number of people who benefit from U.S.-funded support to GBV survivors.	Interagency Explanation: The USG is committed to mitigating the harmful effects of GBV through assistance that supports the needs of survivors. This metric will assist the interagency in tracking the effectiveness of USG efforts to assist survivors of GBV through services that include legal, psychosocial and economic support, shelter, and access to telephone hotlines services.	State Department Definition: People who benefit is defined as individuals, male or female, supported by GBV services. GBV is defined according to standard USG definitions. This interagency indicator is based on FA Indicator GNDR-6 (see FA indicator for additional guidance). The Department will respect the privacy and security of beneficiaries and partners prior to collecting data following USG protocol protections for personally identifiable information.	S/GWI compiles Department submissions from below.
Type	**Name**	**Department Indicator**			**Participating Entities**
Foreign Assistance Indicator	GNDR-6	Number of people reached by a U.S. Government-funded intervention providing GBV services (e.g. health, legal, psycho-social counseling, shelters, hotlines, other) [tracks IA 2.3].			Department-wide, led by F
New Indicators	WPS2.2-1	Number of trafficking victims referred to services, as documented in the annual TIP report.			J/TIP, regional bureaus
New Indicators	WPS2.2-2	Milestone: Call to Action Roadmap on Protection from GBV in Emergencies is finalized.			PRM
Priority Area		Humanitarian efforts, from the earliest phases of a crisis, include policies, systems, and mechanisms to identify and mitigate GBV risks and provide safe, comprehensive resources and support to survivors.			
Type	**Name**	**Interagency Metric**			**Participating Entities**
Corresponding Interagency Metric	IA 2.4	Percentage of USG-funded projects with non-governmental and international organizations that include activities to prevent and/or respond to GBV in humanitarian emergencies.	Interagency Explanation: Conflict and natural disasters (humanitarian emergencies) often exacerbate the vulnerability of individuals, particularly women and girls, to GBV. The USG is a leader in the international community in supporting activities to prevent and respond to GBV in humanitarian emergencies. This metric will assist departments and agencies in tracking efforts to address GBV for women and girls in humanitarian emergencies, ensuring that it remains a priority for the USG and an integral part of disaster-response strategies and funding.	State Department Definition: Programming with NGO and other international organizations include a specific objective around addressing GBV, with the aim of ensuring that GBV is included as part and parcel of humanitarian programming.	S/GWI compiles Department submissions from below.

		Milestone: Inclusion of Armed Conflict Location and Event Dataset (ACLED) data on political violence targeting women in the Instability Monitoring Analysis Platform (IMAP).	

WPS STRATEGY LOE 3:
Adjust United States international programs to improve outcomes in equality for, and the empowerment of, women.

Outcome 3	Through diplomatic engagement, public diplomacy, and programs in targeted contexts, the Department models best practices in its leadership, training, analytic, and safeguarding practices.		
Priority Area	Department models WPS leadership in policies and actions.		
Type	Name	Interagency Metric		Participating Entities
Corresponding Interagency Metric	IA 3.1	Departments and agencies designate one or more senior official to be the lead for WPS.	Interagency Explanation: Senior-level leadership is essential to marshalling support for the WPS Strategy. Developing infrastructure and senior leaders to implement the WPS Strategy will ensure that this strategy receives the highest levels of support at each department and agency. Senior officials will be responsible for coordination of WPS Strategy implementation in their departments and agencies and serve at the SES-equivalent level.	State Department Definition: The Ambassador-at-Large for Global Women's Issues will be the Department's lead senior official for coordinating WPS implementation, supported by principal-level representatives from other bureau Front Offices.	S/GWI compiles Department submissions from below.

Type	Name	Interagency Metric			Participating Entities
Corresponding Interagency Metric	IA 3.3	Departments and agencies establish internal WPS coordination structures and mechanisms.	Interagency Explanation: Establishing internal mechanisms to track, coordinate, and implement WPS Strategy initiatives within a given department or agency will advance WPS Strategy integration across strategies, policies, and programs and amplify WPS Strategy impact.	State Department Definition: Coordination structures and mechanisms are defined as distinct bodies or entities that support representatives from offices, posts, and bureaus to exchange technical expertise and resources on policy, public diplomacy, and foreign assistance, and report on progress.	S/GWI compiles Department submissions from below.
	IA 3.5	Number of key USG strategies that explicitly integrate WPS principles.	Interagency Explanation: Prioritizing integration of the WPS Strategy across key U.S. department and agency strategies will ensure USG foreign policy and processes will be more informed and successful in endeavors relating to preventing, mitigating and responding to conflict.	State Department Definition: Key U.S. strategies include, but are not limited to, Integrated Country Strategies, Functional Bureau Strategies, Regional Strategies, and thematic and regional frameworks, as they arise. Explicit integration of WPS principles is defined, for the purposes of this indicator, as DOS strategies that explicitly mention the title or content of the U.S. Strategy on WPS or the U.S. Department of State Implementation Plan in their goals, objectives, lines of effort, actions, indicators, milestones, or comparable strategic frameworks.	S/GWI compiles Department submissions from below.

Type	Name	Department Indicator	Participating Entities
New Indicators	WPS3.1-1	Milestone: Department designates one or more senior officials to be the Department lead for WPS [tracks IA 3.1].	S/GWI
	WPS3.1-2	Milestone: Department establishes an organization-wide WPS coordination and learning body [tracks IA 3.3].	S/GWI
	WPS3.1-3	Number of ICS, FBS, RS, and thematic and regional frameworks that explicitly integrate WPS principles, as defined above [tracks IA 3.5].	Department-wide

Priority Area	Department personnel are equipped to model and advance WPS goals				

Type	Name	Interagency Metric			Participating Entities
Corresponding Interagency Metric	IA 3.2	Number of USG trainings that integrate WPS principles.	Interagency Explanation: In order to be successful, U.S. personnel must be equipped and supported to implement the WPS Strategy. Given that WPS is a cross-cutting effort that can be applied across a wide array of issue areas, departments and agencies recognize the importance of integrating WPS themes into existing training in addition to stand-alone efforts.	State Department Definition: Integration of WPS principles, for the purposes of this indicator, is defined as trainings and/or courses that address women's roles and contributions to peace and security as described in the WPS Strategy and the WPS Act.	S/GWI compiles Department submissions from below.

Type	Name	Department Indicator	Participating Entities
New Indicators	WPS3.2-1	Milestone: Establish and adapt reporting processes to measure implementation plan commitments and interagency indicators.	S/GWI, with Department-wide support
	WPS3.2-2	Number of FSI courses that integrate WPS Strategy goals [tracks IA 3.2].	FSI
	WPS3.2-3	Number of inter- and intra-bureau trainings to bureau and relevant interagency personnel on WPS strategy themes.	Department-wide
	WPS3.2-4	Number of staff participating in WPS-relevant FSI training or outside trainings. • Number in FSI trainings • Number in outside trainings	Department-wide
	WPS3.2-5	Number of pre-deployment briefings [for assignment for key leaders that include WPS].	Department-wide [at minimum, Regional Bureaus and DRL]

Priority Area	U.S. assistance promotes gender equality outcomes, including through gender analysis		

Type	Name	Interagency Metric		Participating Entities
Corresponding Interagency Metric	IA 3.4	Total funding of activities aligned with WPS Strategy objectives.	Interagency Explanation: Identifying the scope of U.S. support for WPS Strategy goals in terms of both funding and personnel, serves as a reflection of USG commitment and will enhance USG ability to identify gaps and opportunities.	State Department Definition: Total funding is defined as the total amount of Department funding, including policy, programs, and public diplomacy funds that are budgeted in support of WPS Strategy objectives.	S/GWI compiles Department submissions from below.
	IA 3.6	Number of U.S. strategies, policies, and programs are informed by a gender analysis. Note from NSC: The WPS Strategy incorporates the definition of "gender analysis" outlined in the Women's Entrepreneurship and Economic Empowerment Act, namely, to undertake analysis of "quantitative and qualitative information to identify, understand, and explain gaps between men and women. This indicator will also mutually support best practices under the (W-GDP).	Interagency Explanation: Ensuring U.S. strategies, policies, and programs are informed by a gender analysis makes U.S. policy and programming more effective by allowing the USG to identify how these activities affect men, women, boys, and girls and to adjust activities to improve outcomes.	State Department Definition: Gender analysis is defined by the Women's Entrepreneurship and Economic Empowerment Act of 2018, Section 3(c), and entails understanding the ways in which men and women experience or are affected by an issue or engagement differently, and the use of that analysis to design policies or programs that address the differences and limit risks of harm to women and girls.	S/GWI compiles Department submissions from below.

Type	Name	Interagency Metric			Participating Entities
Corresponding Interagency Metric	IA 2.1	The USG will review, revise, and adopt safeguarding standards that guide the conduct of implementers' of USG funded programs.	Interagency Explanation: The USG is committed to protecting beneficiaries of U.S. assistance and advancing human dignity by preventing sexual exploitation and abuse. Establishing effective safeguarding standards, in consultation with implementing partners, beneficiaries, and program participants, will strengthen accountability and lay the groundwork for necessary and appropriate action.	State Department Definition: For the purposes of this Implementation Plan, safeguarding standards are defined as the required process by which all DOS funded/implemented programming, public diplomacy, and diplomatic efforts will prevent and ensure accountability for any harm that might befall beneficiaries as a result of their participation.	S/GWI compiles Department submissions from below

Type	Name	Department Indicator	Participating Entities
Foreign Assistance Indicator	GNDR 4	Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities.	Department-wide, led by F
	GNDR 8	Number of persons trained with U.S. government assistance to advance outcomes consistent with gender equality or female empowerment through their roles in public or private sector institutions or organizations.	Department-wide, led by F
New Indicators	WPS3.3-1	Milestone: Updated gender analysis guidance and resources for use in strategy and budget planning.	S/GWI, F, BP
	WPS3.3-2	Number of U.S. strategies, policies, and programs that are informed by a gender analysis as defined above [tracks IA 3.6].	Department-wide
	WPS3.3-3	Number of bureaus and offices that require respondents to notice of funding opportunities (NOFOs) and/or requests for proposals (RFPs) to include a gender analysis in their proposals.	Department-wide
	WPS3.3-4	Milestone: Department safeguarding efforts are reviewed, revised as needed, and standardized and/or adopted to ensure all Department-funded and implemented programming, public diplomacy, and diplomatic efforts prevent and ensure accountability for harm that might befall beneficiaries as a result of their participation [tracks IA 2.1].	Department-wide

Outcome 4	Targeted partner governments will make measurable progress towards adopting policies, plans, and capacity to improve the meaningful participation of women in processes connected to peace and security and decision-making institutions.		
Priority Area	Partners adopt and enforce laws and implementation frameworks that promote women's meaningful participation.		
Type / **Name**	**Interagency Metric**		**Participating Entities**

Type	Name	Interagency Metric			Participating Entities
Corresponding Interagency Metric	IA 4.3	Number of partner nation legal instruments and policies drafted --including national-level frameworks on WPS and GBV response -- that are developed or implemented with assistance or encouragement from U.S. actors.	Interagency Explanation: Legal and policy frameworks of partner nations are critical to building supportive environments for women and girls' participation in forums for decision-making and safety. They also provide local women's groups with a framework to hold their own governments accountable. By measuring the number of partner nations' policies and plans that have been created as a result of U.S. funding or diplomatic encouragement, we can monitor both our commitment to systemic reform and its impact.	State Department Definition: Partner nation legal instruments, strategies, policies, plans, and implementing frameworks that explicitly seek to (1) prevent and/or respond to GBV AND/OR (2) advance women's roles as agents in preventing, resolving, or recovering from conflict, countering terrorism and violent extremism, and/or building peace and stability. These include but are not limited to National Action Plans or other strategies on WPS. USG "assistance or encouragement" is defined as diplomatic input and exchanges, technical assistance, and foreign assistance.	S/GWI compiles Department submissions from below.

Type	Name	Department Indicator	Participating Entities
Foreign Assistance Indicator	GNDR 1	Number of legal instruments drafted, proposed or adopted with U.S. Government assistance designed to promote gender equality or non-discrimination against women or girls at the national or sub-national level [tracks IA 4.3].	Department-wide, led by F
Foreign Assistance Indicator	GNDR 5	Number of legal instruments drafted, proposed, or adopted with U.S. Government assistance designed to improve prevention and/or response to sexual and gender based violence at the national or sub-national level [tracks IA 4.3].	Department-wide, led by F
Foreign Assistance Indicator	DR.4.3-1b	Number of U.S. Government-assisted women's rights civil society organizations (CSOs) that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees.	Department-wide, led by F
New Indicators	WPS4.1-1	Number of countries that develop, revise, or implement National Action Plans on WPS with U.S. diplomatic or programmatic support.	Department-wide
New Indicators	WPS4.1-2	Number of countries who integrate WPS concepts into their CVE policy frameworks with U.S. diplomatic or programmatic support.	CSO, CT

Annex D

Priority Area	A diverse range of partners across governments, civil society, and the private sector are mobilized to promote WPS			
Type	**Name**	**Interagency Metric**		**Participating Entities**
Corresponding Interagency Metric	IA 4.1	Number of engagements by key U.S. leaders that lead to formal partnerships on WPS with partner nations.	Interagency Explanation: USG senior-level engagement raises awareness of the importance of WPS and helps mobilize political will and action from other governments, international organizations, and non-governmental actors.	State Department Definition: The Department defines key leader engagements as Senior Executive Service (SES)/Senior Foreign Service (SFS) level or equivalent, to include Ambassadors and DCMs, engaging senior-level foreign government or international organization counterparts in formal settings. Formal partnerships on WPS are defined as consistent, sustained collaborations (bilateral, multilateral, or through programming) focused on mobilizing joint action on WPS.	S/GWI compiles Department submissions from below.
Type	**Name**	**Department Indicator**		**Participating Entities**
New Indicators	WPS4.2-1	Number of key leader engagements for Washington-based principals that lead to partnerships or sustained collaboration on WPS [tracks IA 4.1].		Department-wide
	WPS4.2-2	Number of countries where bureaus and/or posts report sustained and ongoing collaboration and partnerships with diverse actors on WPS, including Front Office involvement.		Department-wide
	WPS4.2-3	Milestone: At least one annual forum convenes women security leaders in the OSAC per year.		DS
Priority Area	Multilateral institutions and fora accelerate action and shared responsibility			
Type	**Name**	**Interagency Metric**		**Participating Entities**
Corresponding Interagency Metric	IA 4.2	Number of high-level commitments on WPS introduced or led by the USG in multilateral fora.	Interagency Explanation: The USG should serve as a global leader in promoting women's meaningful participation in conflict prevention, management and resolution, and post-conflict relief and economic, political, and social recovery. Tracking USG efforts to advance the WPS Strategy in multilateral fora measures our commitment to exercising global leadership on WPS and contributing to normative change and accountability.	State Department Definition: High-level commitments are defined as negotiated multilateral products such as resolutions or statements that include language proposed or sponsored by the United States to ensure women's meaningful participation in addressing peace and security challenges and their protection from violence, including GBV. Multilateral fora are defined as formal multilateral settings, regional bodies, and informal networks.	S/GWI compiles Department submissions from below.

Type	Name	Department Indicator	Participating Entities
New Indicators	WPS4.3-1	Number of high level negotiated commitments (i.e. resolution, statements, etc.) that reflect WPS concepts introduced or co-sponsored by the United States in multilateral settings [tracks IA 4.2].	Department-wide [at minimum, AF, AVC, IO, PM, USNATO]
	WPS4.3-2	Number of events or activities focused on WPS at multilateral fora, summits, or convenings that are sponsored by the U.S.	
	WPS4.3-3	Milestone: Number of U.S. remarks or speeches at multilateral fora focused on peace and security that include WPS themes.	

WPS Strategy Interagency Process Milestones			
Type	Name	Milestone	Participating Entities
Interagency Process Milestones	IA A.1	The NSC will coordinate at least three senior-level department and agency meetings a year to discuss progress and revisit metrics related to the WPS Strategy. One of these meetings will include a crossover discussion with W-GDP.	Interagency Explanation: The White House's continued high-level engagement will elevate and drive the WPS Strategy's implementation. Senior leadership meetings at the NSC will ensure WPS principles are integrated across U.S. national security priorities and foreign policy. In order to integrate security and economic efforts into a holistic approach to women's empowerment, the NSC will hold an annual high level meeting on WPS and W-GDP to review learning tools, gender analysis requirements, and identify and build on mutually reinforcing successes.	NSC-led
	IA A.2	Departments and agencies will coordinate two public consultations with U.S -based civil society organizations a year.	Interagency Explanation: United States engagement with civil society is critical to our efforts to understand best practices, emerging issues in the field, and learning of key gaps in our approach. In return, departments and agencies will share, to the extent practicable, information on progress toward WPS Strategy goals to support feedback, learning, and dissemination beyond government.	NSC-led, with participation from State, USAID, DOD, and DHS
	IA A.3	Departments and agencies will collectively compile an annual review of the U.S. implementation of WPS Strategy objectives, including the preparation of a public report.	Interagency Explanation: In order to ensure our efforts are successful and sustainable, the USG will need to continuously assess and adapt our approaches and activities under the WPS Strategy. The USG also recognizes the importance of transparency and information sharing with key stakeholders	NSC to compile, with input from State, USAID, DOD, and DHS