

**Department of the Air Force**  
**Women, Peace, & Security**  
**Strategic Action Plan**  
(CAO: April 2023)





APR 06 2023

Airmen and Guardians,

Women, Peace, and Security (WPS) is a policy framework that acknowledges the critical roles women play in the development, establishment, and preservation of international peace and security efforts. It calls for the meaningful participation of women in all decision-making.

This means valuing the diverse experiences, perspectives, and innovative ideas of *all* Airmen and Guardians, including our female servicemembers (and those who identify as such), to enhance our Air and Space Force capabilities. By implementing WPS across our department, it ensures we develop agile, joint warfighters capable of working on diverse world class teams. It also supports everyone's opportunity to serve at their highest potential, while assisting our partner nations to do the same.

For this reason, the WPS Strategic Action Plan is developed as a fundamental component of future success for all Air and Space team members to utilize and *act* on the priorities and objectives set forth. We must ensure all Airmen and Guardians understand WPS principles, train our Gender Network of Gender Focal Points (GFPs) and Gender Advisors (GENADs), and employ gender analysis across all functions. In addition, we must operationalize WPS into our training, doctrine, missions, and exercises while capturing performance metrics to identify where improvements are making an impact and where our gaps remain.

The Air and Space Forces' competitive advantage requires seeking new ways to improve how we organize, train, and execute the mission. We must continue to identify unique ways to incorporate gender perspectives into all aspects of how we operate. We look forward to the great achievements this strategy will facilitate and anxiously await the changes YOU will drive.

*One Team, One Fight!*

A handwritten signature in black ink, appearing to read "Frank Kendall", is positioned above the printed name.

Frank Kendall  
Secretary of the Air Force



## Table of Contents

<b>DAF Leadership Letter.....</b>	<b>2</b>
<b>Executive Summary.....</b>	<b>4</b>
<b>Women, Peace, &amp; Security: Advancing Air and Space Force Core Functions.....</b>	<b>5</b>
<b>Strategic Objectives.....</b>	<b>6</b>
DAF WPS Objective 1: Apply WPS to all Core DAF Functions	
DAF WPS Objective 2: Employ WPS in Plans, Operations, and Exercises	
DAF WPS Objective 3: Integrate WPS into Security Cooperations	
<b>Implementation Plan.....</b>	<b>8</b>
<b>Annexes</b>	
Annex A: Training Plan.....	<b>11</b>
Annex B: Monitoring and Evaluation.....	<b>14</b>



## Executive Summary

In 2011, the United States started implementation of WPS with the development of the first [National Action Plan](#). The program grew in 2017, when Congress passed Public Law 115-68, commonly known as the [WPS Act of 2017](#). This law mandated development for a whole-of-government strategy on WPS, which was published in 2019 with three broad objectives to: 1) support the meaningful participation of women in decision-making processes related to conflict and crises, 2) promote women and girls' safety and access to humanitarian assistance, and 3) improve institutional capacity, both at home and abroad, to ensure WPS efforts are sustainable and long-lasting. The United States WPS efforts support a broader, international framework on WPS, which is rooted in the United Nations Security Council Resolution 1325. It seeks to address women's underrepresentation in decision-making processes within peace and security sectors.

In 2020, the Department of Defense (DoD) released a [WPS Strategic Framework and Implementation Plan](#) (SFIP)<sup>1</sup> outlining three Defense Objectives including: 1) Model & Employ WPS, 2) Promote partner nation women's participation, and 3) Promote protection of partner nation civilians.

The Department of the Air Force (DAF) is committed to implementing WPS across all Air and Space Force personnel and functions. This WPS Strategic Action Plan directly supports the DoD's WPS SFIP and the Independent Review Commission (IRC) Plan of Actions and Milestones following three DAF WPS Objectives:

**DAF WPS Objective 1.** DAF trains and equips personnel across the force to implement WPS principles and gender perspectives across all DAF functions.

**DAF WPS Objective 2.** DAF employs WPS principles and gender perspectives throughout its doctrine, planning, operations, and exercises.

**DAF WPS Objective 3.** DAF integrates WPS principles and gender perspectives into security cooperation activities with partner nations to support women's meaningful participation in defense and security sectors and ensure the safety and protection of women, girls, gender minorities, and vulnerable populations in conflict and crisis.

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<sup>1</sup> Referred to from this point forward as DoD WPS SFIP.





## Women, Peace, & Security: Advancing Air and Space Force Core Functions

To face the complex security challenges of today and in the future, the DAF must focus on optimizing human performance by recruiting, developing, and retaining top talent. As the United States continues engaging in long-term strategic competition, implementation of the WPS policy framework demonstrates commitment to the values and norms universally afforded to all people: dignity, human rights, and equality under the law. WPS engagements are conducted regardless of the size or scope of a nation's security sector. This can open new avenues for security cooperation in partner nations with whom we may otherwise have few engagement opportunities. WPS implementation is an advantage unmatched by strategic competitors.

WPS recognizes that women, men, boys, girls, and minoritized gender groups (including LGBTQ+) are affected by conflict and crises in different ways. Understanding how gender relates to outcomes within the security sector is therefore necessary to comprehensively assess an adversary's strategy and to best evaluate our own vulnerabilities as we undertake Air and Space military operations. Conducting gender analysis<sup>2</sup> provides a more thorough, intersectional<sup>3</sup> examination of sociocultural dynamics. This analysis shapes WPS-related activities, both within our own organizations and alongside our partner nations within their defense institutions. If we want a complete picture of the operational environment before, during, and after a conflict or crisis, we must determine how to integrate a gender perspective across all DAF core functions.

This strategic action plan helps outline how DAF will further develop and implement these operational principles to deter and defeat adversaries' way of war, and is in alignment with the DAF Diversity, Equity, Inclusion and Accessibility (DEIA) Strategy.

"We must place value in multi-capable and adaptable team builders, and courageous problem solvers that demonstrate value in diversity of thought, ingenuity and initiative." - [Charles Q. Brown, CSAF](#)

"Everybody has the opportunity to make a difference. Everybody is connected in this ecosystem, we'll care for and nurture and find the best version of everyone," - [Roger A. Towberman, CMSSF](#)

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<sup>2</sup> A method used to outline the relationships between men and women, their access to resources, their activities, and the constraints they face relative to each other.

<sup>3</sup> An analytical framework for understanding how aspects of a person's social and political identities combine to create different modes of discrimination and privilege.



## Strategic Objectives

The DAF WPS Strategic Action Plan supports DoD's WPS SFIP by establishing three long-term objectives. This plan is aligned with the DoD WPS SFIP Defense Objectives (DOs) or intermediate defense objectives (IDOs) and addresses the Recommendations from the [IRC on Sexual Assault in the Military](#) and the [Disparity Reports](#). Whereas existing Combatant Command implementation of WPS focuses heavily on security cooperation, DAF WPS objectives will enable the Air and Space Forces to better organize, train, and equip all personnel to operationalize WPS from a cross-functional service perspective.

Overall, the DAF will model an all-inclusive organization that allows for the full and meaningful participation of women, men, and gender minorities across the force. The DAF WPS program lead will convene an Integration Group to internally and externally synchronize milestones, objectives, metrics, and WPS initiatives within its working groups and other supporting designated representatives.

**DAF WPS Objective 1:** DAF trains and equips personnel across the force to implement WPS principles and gender perspectives across all DAF functions (DoD SFIP IDO 1.2)

*Intermediate DAF Objective 1.1:* DAF develops and implements WPS training to build and maintain a right-sized workforce of WPS practitioners.

*Intermediate DAF Objective 1.2:* DAF incorporates WPS principles and gender perspectives into all training and professional military education (PME).

*Intermediate DAF Objective 1.3:* DAF incorporates WPS principles and gender perspectives in research/analysis and fosters the development of relationships with academia.

**DAF WPS Objective 2:** DAF employs WPS principles and gender perspectives throughout its doctrine, planning, operations, and exercises. (DoD SFIP IDO 1.2)

*Intermediate DAF Objective 2.1:* DAF incorporates WPS principles and gender perspectives into relevant service doctrine.

*Intermediate DAF Objective 2.2:* DAF integrates WPS principles and gender perspectives into plans, exercise development and execution.

*Intermediate DAF Objective 2.3:* DAF ensures WPS principles are incorporated into expeditionary skills training.

**DAF WPS Objective 3:** DAF integrates WPS principles and gender perspectives into security cooperation activities with partner nations supporting women's meaningful participation and ensures safety and protection of women, girls, and gender minorities in conflict and crisis. (DoD SFIP Objectives 2 and 3)



*Intermediate DAF Objective 3.1:* DAF includes WPS principles and gender perspectives into relevant security cooperation operations, activities, and investments, including bilateral and multilateral dialogues, international exercises, and training for the security cooperation workforce.

*Intermediate DAF Objective 3.2:* DAF will identify and promote policies to encourage female participation in international programs through engagements and State Partnership Programs.

*Intermediate DAF Objective 3.3:* DAF assists and tracks training on international humanitarian law, international human rights law, and protection of civilians for select allies and partners.





## Implementation Plan

The DAF WPS Implementation is outlined in the Working Group Governance Structure below comprised of the Executive Steering Group (ESG), Integration Group, and (3) Working Groups. WPS is a learned and applied capability, which requires participants to be trained on WPS principles and gender perspectives ensuring WPS investments are properly identified and operationally aligned.

**Executive Steering Group:** Established to provide program oversight and approval of DAF WPS initiatives. The ESG will meet monthly to discuss program milestones and implementation status. The following organizations are represented in the group:

- SAF/MRR – Co-Chair
- SAF/DI – Co-Chair
- AETC/CD – Co-Chair
- AF/A1D
- SAF/IAP
- SF/S1
- HQ AETC A1
- AF/A2/6 Deputy (FY23 Add)
- AF/A3 Deputy
- AF/A4 Deputy (FY23 Add)
- AF/A5 Deputy
- AF/A10 Deputy
- NGB/CF
- AF/RE Deputy
- AFRS/CD
- SAF/GC Deputy (Advisory – FY23 Add)
- SAF/LL Deputy (Advisory)
- SAF/PA Deputy (Advisory)
- SAF/SG Deputy (Advisory – FY23 Add)
- AF/JA Deputy (Advisory – FY23 Add)
- USAFA
- SAF/MRM
- CMSAF (FY23 Add)
- CMSSF (FY23 Add)

**Working Groups:** Working Groups include WPS Leads, DAF subject matter experts, Gender Advisors, Gender Focal Points, and representatives from the WPS communities. Each working group shall have an Executive Sponsor/Senior Leader responsible for overseeing the group's progress and reports back to the WPS ESG. The AO WG Lead will be responsible for tasking members of the working group with focusing on specific areas within DAF WPS Objectives and IRC Milestones. Working Groups will meet on a bi-weekly basis (or as required) to further the WPS effort.

Working Group meetings should discuss actions towards IRC Milestones, identify gaps and risks (current or unforeseen challenges that would impact the initiative), review legislation or policies that affect WPS, and track milestones for Air and Space Forces implementation. Each working group will work with the DAF WPS Program Lead for reporting requirements that assess, monitor and evaluate collection mechanisms to fulfill annual reporting requirement set by higher level authorities such as OUSD (P), Joint Staff, and DAF WPS Co-Chairs.





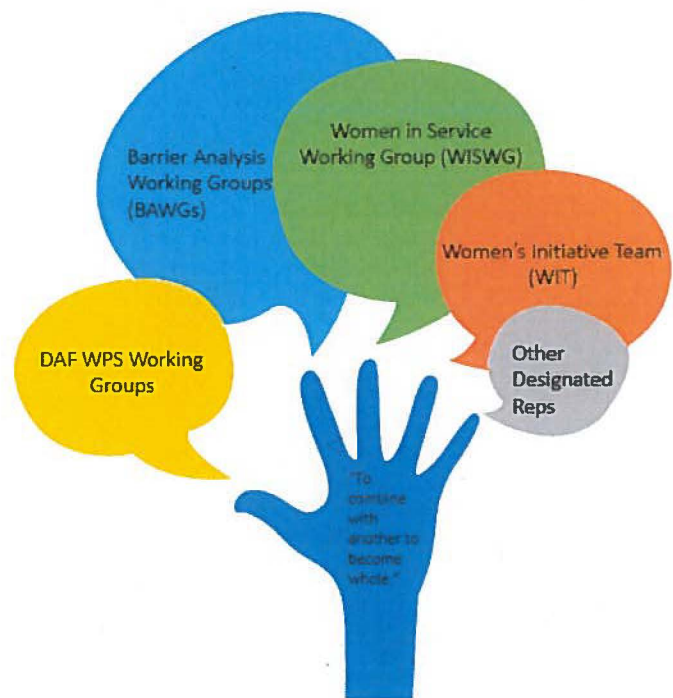
## Integration Group

The DAF's existing gender network organizational support includes offices and councils associated with human capital; diversity, equity, inclusion, accessibility efforts (SAF/DI); Women in Service Working Group; and working groups associated with eliminating barriers to service through seven Barrier Analysis Working Groups<sup>4</sup>. To ensure these efforts receive continued support and are linked to other internal and external WPS efforts, The Integration Group will be comprised of representatives from relevant groups who will meet quarterly to synchronize efforts and ensure successes are captured as part of annual WPS reporting requirements.

The purpose of the Integration Group is to internally and externally synchronize milestones, objectives, and WPS initiatives within our working groups and other supporting designated representatives. The Integration Group will meet on a scheduled cadence to collaborate efforts, discuss supporting opportunities, provide training and awareness, and avoid duplicating efforts.

## DAF WPS Integration Group

Organizations Leading Human Capital and DEIA Efforts



<sup>4</sup> 1) Women's Initiative Team (WIT), 2) Black and African American Employment Strategy Team (BEST), 3) Disability Action Team (DAT), 4) Indigenous Nations Equality Team (INET), 5) Hispanic Empowerment & Advancement Team (HEAT), 6) Pacific Islander/Asian American Community Team (PACT), 7) LGBTQ Initiatives Team (LIT)



## 2022 DAF WPS Working Groups

### Working Group 1: Apply WPS to Core Air and Space Power Functions

- Leads efforts to ensure WPS principles are reflected in all DAF training, doctrine, and education

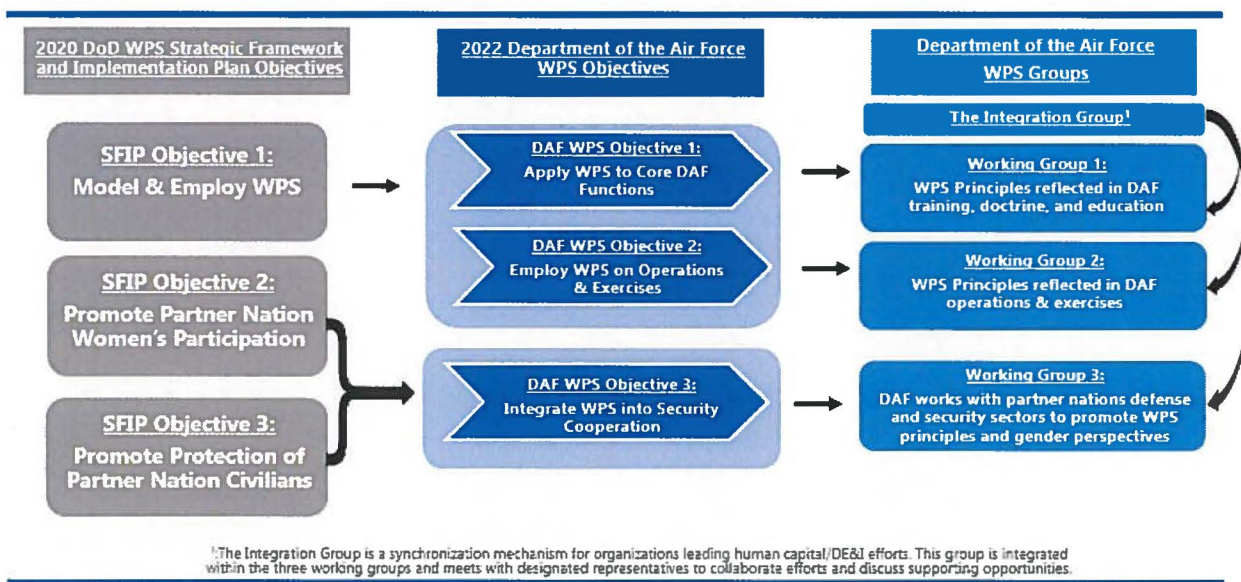
### Working Group 2: Employ WPS in Operations and Exercises

- Ensures WPS principles are reflected in DAF planning, operations and exercises

### Working Group 3: Integrate WPS into Security Cooperation

- Ensures DAF collaborates with partner nations in defense and security sectors to promote WPS principles and gender perspectives

The below chart illustrates the interconnections between the DoD SFIP Objectives, the DAF WPS Objectives, and the DAF WPS Working Groups.







## **Annex A: DAF WPS Training Plan**

**Objective:** Outline a phased approach to training Department of the Air Force (DAF) personnel building institutional capacity to implement Women, Peace, & Security (WPS) initiatives.

**Overview:** DAF WPS implementation requires trained personnel to effectively apply gender analysis across all DAF missions and functional areas. This plan leverages frameworks to mainstream gender perspectives by establishing a network of trained Gender Advisors (GENADs) and Gender Focal Points (GFPs) to assist with operationalizing WPS. It also assigns the Working Groups to review, develop, and implement WPS principles in all DAF Education, Training, and Doctrine to include: technical training, current and future curriculum, PME, bilateral and expeditionary skills training.

**Developing and Sustaining the Gender Network:** The Gender Network exists at all levels and through multiple organizations to enable comprehensive WPS implementation. Advocates help operationalize WPS principles by ensuring their organization integrates gender perspectives throughout planning, execution, and assessment of their missions. The key components of the Gender Network are: Senior Leaders, Program Managers, GENADs, GFPs, and Working Group members.

### *Roles & Responsibilities*

Senior Leaders ensure the Gender Network is trained, organized, and equipped to implement WPS throughout their respective organization/area of responsibility. They receive the WPS intro brief, meet regularly with their GENAD or GFP, and seek areas of improvement to operationalize WPS initiatives.

Program Managers (usually GENAD certified) assist Command/Headquarters with training, organizing, and equipping the Gender Network. They oversee program funding and manpower, while coordinating with the DoD WPS leads.

GENAD is the trained principal advisor on integrating WPS and gender perspectives into a command, unit, organization, or operation. GENAD duties include providing technical advice to the commander and staff; advocacy, training, and education on WPS and gender perspectives; integrating WPS principles into policies, plans, and procedures; participating in cross-functional working groups; establishing and mentoring the gender network at all levels; coordinating WPS planning with other agencies and stakeholders; data collection and analysis, task execution, and reporting.

GFPs are the trained advocates identified to assist with operationalizing WPS and gender perspectives throughout a command, unit, organization, or operation. GFPs exist in any functional area. Duties include supporting the GENAD, especially providing subject matter expertise on application of gender perspectives to their functional role; conducting appropriate assessments, monitoring, and evaluation of WPS initiatives; supporting delivery of relevant WPS training; and further developing and mentoring the gender network. Also, GFPs are critical to helping all Airmen and Guardians understand the value of including gender perspectives.





### *Training Requirements*

To become a certified GFP, personnel must complete one of the following courses:

- DAF Gender Focal Point (GFP) Course
- Joint Staff Operationalizing WPS 100 Course
- Combatant Command Gender Focal Point (GFP) Course

To qualify as GENADs, personnel must complete a GFP course (see above) and attend one of these courses:

- DAF Gender Advisor (GENAD) Course
- Joint Staff Operationalizing WPS 200 Course

### *Special Experience Identifiers and Deployment Considerations*

Special Experience Identifiers are awarded to those who completed GFP and/or GENAD training courses. This will provide a mechanism to identify trained personnel for relevant operational deployments or mission support.

**End State:** Fully trained GENADs in every relevant HAF Directorate, along with MAJCOM/FLDCOMs, NAFs, subordinate units/deltas/schools/centers, as appropriate, to support comprehensive DAF-wide WPS implementation. A force capable of deploying operational GENADs and GFPs to any DoD mission requiring such support. Capacity to sustain DAF-led GFP and GENAD courses on a regular basis and provide Senior Leader familiarization training. Ensure DAF WPS principles are implemented into all DAF Education, Training, and Doctrine, Planning, Operations, Exercises, and Security Cooperations. A Gender Advisory Workforce impacting a purpose-driven culture; one that understands the criticality of diverse perspectives to overall Air and Space Force mission success.

### **Phase I**

- Increase certified GFPs - Co-hosting GFP Course with Combatant Command. Student nominations prioritized to support relevant WPS Working Groups from the following organizations:
  - **HAF (Total: 16)**
    - Functional Directorates: A1, A2, A3, A4/7, A5/8, A9, A10
    - Surgeon General (AF/SG) and The Office of the Judge Advocate General (AF/JA)
    - Chief of Air Force Reserve (AF/RE) and Director of Air National Guard (NGB/CF)
    - SF/S1
  - **SAF (Total: 7)**
    - Legislative Liaison (SAF/LL)
    - Public Affairs (SAF/PA)
    - International Affairs (SAF/IA)
    - Diversity and Inclusion (SAF/DI)
    - Manpower and Reserve Affairs (SAF/MR)
  - **Space Force (Total: 3):**



- Space Training & Readiness Command (STARCOM) Delta 1- Space Training
- Space Training & Readiness Command (STARCOM) Delta 10- Space Doctrine & Wargaming
- Space Operations Command (SpOC) Delta 7- Intelligence, Surveillance & Reconnaissance
- AETC students (**Total: 7**)
  - Air University
    - Air Command and Staff College (ACSC)
    - Air War College (AWC)
    - Air Force Culture and Language Center (AFCLC)
    - Air Force Center for Strategy and Technology
    - LeMay Center for Doctrine Development and Education
  - Air Force Security Assistance Training Squadron (AFSAT)
  - USSF IDE/SDE Command School
- One from each functional MAJCOM/DRUs\* (**Total: 10**)
  - Air Combat Command (ACC)
  - Air Education and Training Command (AETC)
  - Air Force Global Strike Command (AFGSC)
  - Air Force Materiel Command (AFMC)
  - Air Force Reserve Command (AFRC)
  - Air Force Special Operations Command (AFSOC)
  - Air Mobility Command (AMC)
  - Air Force District of Washington
  - United States Air Force Academy
- One from each of the USSF Field Commands (**Total: 3**)
  - Space Systems Center (SSC)
  - Space Training Command (STARCOM)
  - Space Operations Command (SpOC)

\*These locations should also utilize Combatant Command-led WPS training opportunities

- Develop Senior Leader Intro brief
- HAF/A1 creates Special Experience Identifiers for graduated GFPs and GENADs to be awarded upon completion of requisite coursework
- Need full-time personnel focused on WPS training along with WG#1 support

## Phase II

- Implement DAF WPS principles into all DAF Education, Training, and Doctrine
- Certified GFPs attend OpWPS 200 Course (AETC, DI, MR, & WG leads prioritized)
- Curriculum development for DAF-specific GFP and GENAD courses
- DAF-hosted GFP training – existing GENADs/GFPs nominate students and serve as instructors/facilitators

## Phase III

- Deploy plan to integrate DAF WPS concepts into accession programs, Technical Training, Flying Training, and PME



- Develop cadre of course directors/instructors/facilitators and a regular schedule of DAF GFP and GENAD Courses
- Trained GFPs from MAJCOM/FLDCOM/DRUs and HAF Directorates should be prioritized to attend OpWPS 200 and DAF-led GENAD Courses
- Revise DAF WPS curriculum as necessary to include interagency and OSD lessons learned
- AETC GENAD leads DAF training program to build cadre for long-term WPS sustainment





## **Annex B: Monitoring and Evaluation**

**Objective:** Evaluate and review meaningful performance measurements over a period of time that will communicate the success and effectiveness of Women, Peace, & Security activities.

### **Integration Group: Synchronization Mechanism for DEIA Efforts**

#### **Proposed DAF Metrics (by gender and other demographics):**

- Recruitment/graduation/conversion/matriculation rate for Enlisted, ROTC, OTS, Academy
- Average tenure by rank
- Annual promotion rate by rank
- Population by rank
- Leaves of absence
- Retirement/discharges by rank
- Specialization/Air Force Specialty Codes
- Cross training opportunities by rank
- Pay/Bonuses
- Committee assignments/boards
- Notable positions

### **DAF WPS Objective 1: Apply WPS to Core DAF Functions**

#### **Existing DOD Metrics:**

- Departments and agencies designate one or more senior official to be the lead for Women, Peace, and Security
- Number of USG trainings that integrate WPS principles (IA3.2)
- Departments and agencies establish internal WPS coordination structures and mechanisms
- Total funding of activities aligned with WPS Strategy objectives
- Number of key USG strategies that explicitly integrate WPS principles
- Number of U.S. strategies, policies, and programs are informed by a gender analysis (IA3.6)
- Establishment of WPS Advisor and WPS Focal Point training and education requirements

#### **Additional Proposed DAF Metrics:**

- Number of participants of Gender Focal Point and Gender Advisor Training, by rank
- Number of participants of Senior Leader Training, by rank
- Number of strategic documents reviewed for incorporation of gender analysis
- Number of formal trainings that currently incorporate WPS

### **DAF WPS Objective 2: Employ WPS on Operations & Exercises**

#### **Proposed DAF Metrics:**

- Participation of DAF personnel in bi and multilateral exercises, by rank and gender
- Breakdown of participants of operations and exercises by rank and gender
- Number and percentage of women involved in the planning of exercises



- Number and percentage of women involved in conducting of exercises
- Number of WPS principles included in expeditionary skills training
- Number of expeditionary skills training participants by institution and gender

### **DAF WPS Objective 3: Integrate WPS into Security Cooperation**

#### **Existing DOD Metrics:**

- Number of engagements by key USG leaders focused on increasing women's meaningful participation and leadership
- 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
- Number of women who participate in U.S.-funded training for foreign nationals
- The USG will review, revise, and adopt safeguarding standards that guide the conduct of implementers of USG funded programs
- Number of people who benefit from U.S.-funded support to GBV survivors
- Percentage of USG funded projects with non-governmental and international organizations that include activities to prevent and/or respond to GBV in humanitarian emergencies
- Number of partner nation women who participate in DoD-funded security cooperation events and activities (IA1.3)
- Number of partner nation women who participate in U.S. professional military education programs (IA1.3)
- Number of security cooperation proposals that included WPS principles submitted to be funded through the FY21 International Security Cooperation Program (ISCP) account
- Number of security cooperation proposals that included WPS principles approved for funding through the FY21 International Security Cooperation Program (ISCP) account
- Number of DoD key leader engagements by DoD GO/FO/SESs focused on women's safety and prevention of GBV in conflict, crisis, and disaster contexts (IA2.2)
- Number of human rights trainings conducted in support of Title 10 U.S. Code 333 requirement that include gender-based human rights considerations
- Number and percentage of female beneficiaries of OHDACA funded projects

#### **Proposed DAF Metrics:**

- Employment of women or women-owned contractors in domestic and foreign jurisdictions
- Number of outreach programs explicitly focused on the outcomes of women and girls
- Benchmark of participation of partner nation women in international programs, by rank
- Survey of partner nations of similar programs to WPS in their respective forces
- Number and percentage of partner nation women involved in the planning of exercises
- Number and percentage of partner nation women involved in conducting of exercises