IMPLEMENTATION OF THE UNITED STATES NATIONAL ACTION PLAN ON WOMEN, PEACE, AND SECURITY

AUGUST 2012

TABLE OF CONTENTS

Message from the Administrator and the Senior Coordinator for Gender Equality and Women's Empowerment

In the dozens of active conflicts today, sexual and gender-based violence is frequently used as a weapon of war. Circumstances are no better for women and girls in the aftermath of natural disasters. Breakdowns in the rule of law and disruptions in families and livelihoods mean women and girls often face increased risks of exploitation and abuse. These issues not only impact the well-being of individuals and families, but also threaten the resilience of entire communities.

Further entrenching a cycle of violence and exploitation, women have been largely absent from peace processes. In the past 20 years, hundreds of peace treaties have been signed, but less than eight percent of their negotiators have been women.

Lasting peace and prosperity is not possible when half of the population is marginalized in efforts to resolve conflicts, and peace agreements can fail largely for this reason.

When they are included as meaningful participants, women often expand the scope of peace agreements. They include concerns that peace processes dominated by men are more likely to leave unaddressed, including accountability for past abuses, psychosocial support for victims of violence, restoration of health and educational systems, reintegration of displaced persons and refugees, and the protection of victims of trafficking.

In December 2011, the United States Government released its National Action Plan on Women, Peace, and Security, demonstrating its commitment to preventing conflict and building peace by empowering women to be equal partners in peacebuilding, peacemaking, and rebuilding their societies. Through this Plan and the signing of an Executive Order, President Obama directed the United States Government to accelerate, institutionalize, and better coordin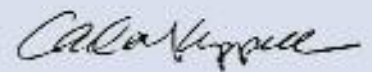ate efforts to advance women's inclusion in preventing conflict and building peace in countries threatened and affected by war, violence, and insecurity. It further calls on the USG to enhance efforts to protect and respond to the priorities and needs of women and girls in conflict and crisis-affected environments globally.

The plan is more than just a set of actions; it represents our fundamental commitment to the pursuit of gender equality and the empowerment of women as agents of change. This plan reflects our current and future activities, as well as the larger commitment of USAID staff and partners to ensuring that women's voices are heard, not marginalized; that women's views are included, not sidelined; that women's needs and interests are served, not ignored; and that women's ideas and inspiration for lasting peace and justice are at the heart of our development and humanitarian action around the world. At USAID, we aspire not just to implement sound policies and programs; we seek to support all those who work tirelessly to end conflict and insecurity.

As Secretary Clinton said: *"… This is not just a woman's issue. It cannot be relegated to the margins of international affairs. It truly does cut to the heart of our national security and the security of people everywhere…"* As we launch our implementation plan for women, peace, and security, USAID reaffirms its commitment to empowering women in order to build a more peaceful and prosperous world for all.

Rajiv J. Shah

Carla Koppell

Executive Summary

In December 2011, President Obama released the U.S. National Action Plan on Women, Peace, and Security and signed an Executive Order directing the Plan's implementation. In accordance with the Executive Order, USAID has developed this Implementation Plan to identify actions the Agency will take in support of the objectives of the National Action Plan (NAP), as well as to highlight our current work to advance this agenda around the globe.

Ensuring the meaningful participation and protection of women and girls in countries affected by crisis and conflict is critical to building lasting peace and to achieving long-term development objectives. In these, as in other areas, USAID invests in gender equality and women's empowerment to promote the rights and well-being of women and girls, as well as to foster peaceful and productive communities that are equipped to cope with adversity, recover from crises, and pursue development progress.

NATIONAL OBJECTIVES AND ACTION FRAMEWORK

USAID's actions fall within the five objectives of the NAP. The following highlights represent key commitments included in the Implementation Plan:

Objective 1: Integrate and institutionalize a gendered approach to peace and security

Integration of women, peace and security (WPS) principles and objectives within strategy and programs, and in efforts to build staff capacity and enhance coordination, are the primary vehicles through which USAID will implement the NAP and ensure comprehensive, systematic, and sustained attention to WPS priorities.

Planned Actions:

- Develop strategies for countries threatened or affected by crisis, conflict, and insecurity that reflect strong gender analy-

sis and clear approaches for advancing gender equality and female empowerment.

- Equip USAID staff with skills to integrate the protection and empowerment of women and girls throughout the Agency's work in crisis prevention, response, recovery, and transition.

- Improve crisis response by systematically assessing our efforts to address the needs and priorities of males and females and applying the lessons we learn to future responses.

- Track our investments in women, peace, and security and monitor our progress with new foreign assistance indicators designed to measure gender equality, gender-based violence (GBV), and women's empowerment results.

Objective 2: Promote women's participation in peace processes and decision-making

USAID will enhance long-standing efforts to bring women's participation, perspectives, and skills to bear on the challenges facing their societies. USAID will target initiatives that support women's participation in transitional political processes.

Planned Actions:

- Increase women's participation and leadership in peacebuilding, reconstruction, and transitional political processes through training, financial support to address key barriers such as childcare and transportation costs, and assistance with developing and communicating strategic platforms for action.

- Improve the recruitment and retention of women in government through programs that build the skills and capacity of female candidates for office, parliamentarians, civil servants, municipal officials, police officers, and judges.

- Empower women to play leadership roles in the civic arena through programs to build the professional capacity of female journalists and engage local women, including female youth, in peace and policy dialogues.

- Strengthen civil society's ability to advocate for the development and implementation of gender-sensitive laws and policies related to land reform, political parties, elections, transitional justice, human rights, gender-responsive budgeting, and national gender and UN Security Council Resolution (UNSCR) 1325 action plans.

- Build resilience through assistance that supports women's roles in the management of natural resources, mitigation of resource-related conflict, and adaptation to climate change in fragile and conflict-affected states.

Objective 3: Strengthen protection of women and children from harm, discrimination, and abuse

USAID will build upon its work to protect and empower vulnerable populations in situations of crisis and conflict and to combat the effects of violence and abuse that threaten individual well-being and the resilience of entire communities.

Planned Actions:

- Provide integrated services that respond to the diverse needs of survivors of sexual and gender-based violence and women and girls at risk of violence or exploitation in emergencies and countries recovering from crisis and conflict.

- Hold U.S. personnel, contractors, sub-contractors, and grantees to the highest ethical standards with regard to trafficking in persons and implement programs to prevent the trafficking of vulnerable women and girls and assist trafficking victims in conflict-affected countries.

- Promote the safety of women and girls in conflict settings through research and programming around innovative technologies – for example solar lighting, fuel-efficient stoves, or mobile phone applications – that have the potential to reduce vulnerabilities to violence and abuse.

- Target underlying norms, attitudes, and behaviors that perpetuate gender-based violence through support for research and evidence-based interventions in countries such as DRC, Pakistan, Haiti, and Uganda.

- Combat impunity and support women's access to justice through programs to build the capacity of governments to investigate and prosecute gender-based violence, including specialized courts and assistance centers.

Objective 4: Promote women's roles in conflict prevention

USAID will build on established and new initiatives to promote women's engagement in preventing and managing conflict and reducing risks posed by natural disasters; ensure that early warning and response efforts are responsive to risks affecting women and girls; and invest in women's and girls' health, education, and economic empowerment to build resilience.

Planned Actions:

- Strengthen gender integration in early warning systems and tools to ensure that the different experiences of females and males inform our analysis and approaches to conflict and atrocity prevention.

- Engage women in disaster risk reduction efforts, early warning and crisis planning, and community-based conflict mitigation in countries such as the Philippines, Somalia, and Georgia.

- Invest in women's economic empowerment through microfinance programs and assistance that links women to markets, builds their skills and leadership in business and agriculture, and increases their access to productive assets such as land and credit.

- Increase access to education for 15 million learners in conflict-affected environments, including programs targeting girls' enrollment and retention and safety in schools.

- Promote the access of women and girls to quality health services in crisis and conflict-affected environments, including their ability to make and influence decisions about healthcare and social services management in their communities.

Objective 5: Address the distinct needs of women and children in disaster and crisis response

USAID will build on our commitment to provide effective humanitarian assistance that meets the needs of men and women, boys and girls; protects vulnerable populations; and lays the groundwork for inclusive, sustainable recovery.

Planned Actions:

- Build the capacity of local and international partners to address the protection needs of women and girls in disaster and conflict situations through support for training, gender expertise, and action learning.

- Increase USAID's ability to deliver effective humanitarian assistance for women, men, boys, and girls by ensuring that disaster response personnel are trained in humanitarian protection and have access to gender and protection advisors to assist with situational analysis, needs assessments, planning, and programming.

- Provide direct support for survivors of sexual and gender-based violence in crisis and conflict-affected communities (medical, psychosocial, legal and economic assistance), including assistance to enhance the GBV services of hospitals and health centers and engage communities in GBV prevention.

- Respond to the needs of vulnerable women and girls, including those who are internally displaced, through assistance that engages women in economic recovery activities and supports their access to education and reproductive healthcare.

The effort to implement the NAP is not static, nor does it occur in isolation. The actions laid out in this Implementation Plan represent one part of USAID's broader effort to transform the way our Agency pursues its development mission and particularly its approach to supporting gender equality and women's empowerment. The NAP and the Implementation Plan are being released alongside complementary efforts that move our Agency forward and improve our collective ability to pursue gender equality, advance women's empowerment, and protect vulnerable populations. At the same time, other U.S. Government-wide initiatives are also advancing these objectives. As USAID pursues the actions laid out in this plan, we will work with our partners across the U.S. Government and civil society to examine our efforts and determine where we have been successful, where we have faced challenges, and how, through the empowerment and protection of women and girls, we can achieve greater results for the benefit of all.

USAID and U.S. Government Policies & Strategies advancing Gender Equality, Women's Empowerment, & Protection of Vulnerable Populations:

- National Action Plan on Women, Peace, and Security, and accompanying Agency Implementation Plans

- USAID Gender Equality and Female Empowerment Policy

- USAID Counter-Trafficking in Persons (C-TIP) Policy

- U.S. National Action Plan on Children in Adversity (forthcoming)

- Presidential Memorandum on International Initiatives to Advance the Human Rights of Lesbian, Gay, Bisexual, and Transgender Persons

- U.S. National Strategy to Prevent and Respond to Gender-Based Violence Globally

1 Introduction

Building on the recognition that countries are more peaceful and prosperous when women are accorded full and equal rights and opportunity, President Obama released the first-ever National Action Plan on Women, Peace, and Security in December 2011 and signed an Executive Order directing the Plan's implementation. The goal of the National Action Plan is to promote peace and security for all by empowering women as equal participants in preventing conflict and building peace while ensuring their protection in countries threatened and affected by war, violence, and insecurity.

The National Action Plan—developed to further the implementation of UNSCR 1325 (2000) and its subsequent, related resolutions, 1820 (2008), 1888 (2009), 1889 (2009), and 1960 (2010)—addresses the nexus between several of the most important challenges confronting international development in the 21st century: the need to break cycles of crisis and conflict that threaten human security and undermine development progress and to unleash the full development potential of societies through systematic efforts to close gender gaps and empower women and girls.

Despite a half century marked by progress in which we have witnessed an increase in global income per capita and a significant decline in the number of people living in poverty worldwide, no low-income, fragile or conflict-affected country has achieved a single Millennium Development Goal.[1] On average, a country that experienced major violence over the period from 1981 to 2005 has a poverty rate 21 percentage points higher than a country that did not suffer such violence.[2] This is why USAID invests in preventing and responding to crisis, conflict, and instability; providing humanitarian assistance; and promoting successful political transitions as critical development objectives. With a focus on building resilience to crises and empowering vulnerable populations, these investments help societies to deal with adversity more effectively and position themselves on a path toward sustainable, inclusive development progress.

Gender equality and women's empowerment are critical development objectives and are powerful forces for catalyzing economic growth and sustainable human development. **In fragile and conflict-affected states, the success of our**

> "USAID seeks to improve the lives of citizens around the world by advancing equality between women and girls and men and boys, and empowering women and girls to participate fully in and benefit from the development of their societies."
>
> *-USAID Gender Equality and Female Empowerment Policy (2012)*
>
> "In fragile and conflict-affected countries, our efforts plant the seeds of development…Our efforts to create opportunities for women to participate in political decision-making, earn incomes, and be free from violence are essential to economic growth and community resiliency."
>
> *-USAID Policy Framework (2011)*

---

[1] World Bank, World Development Report 2011: Conflict, Security, and Development (Washington, D.C. World Bank, 2010), p.5.
[2] Ibid.

With the help of the United Nations World food Program, USAID is able to provide food to internally displaced people, including these women in Muhadjeria, Sudan.

Photo Credit: ©William Daniels/Panos Pictures, November 2004

development and humanitarian mission will be shaped by our ability to engage women as participants and leaders in preventing conflict and building peace and to ensure that women and girls are protected and served equitably by assistance efforts. The goal and objectives of the NAP are integrated within USAID's new architecture for promoting gender equality and women's empowerment, including related policies and strategies recently released or currently in development by USAID and the broader U.S. Government (outlined in more detail in Section 2).

USAID works across the spectrum of crisis prevention, response, recovery, and transitions. In these environments, it is a challenging but vital imperative to protect and empower women and girls: *protection* from abuses such as SGBV, which are often perpetrated as a weapon of war or exacerbated by the circumstances of a natural disaster; and *empowerment* that promotes women's substantive participation and leadership at the negotiating table, in rebuilding conflict-and crisis-affected communities, and in shaping the full range of important decisions confronting societies in critical periods of transition. USAID's efforts focus on:

- **Prevention:** In countries vulnerable to disasters and political instability, increased human rights abuses or violent conflict, we strengthen resilience by helping states and communities prepare for and mitigate the impacts of disasters; consolidate new, effective democratic institutions; build

robust health and education systems; and address underlying grievances that cause instability and conflict.

- **Response:** During emergencies, we provide life-saving humanitarian assistance and, in response to large-scale disasters, deploy expert teams that draw upon the full spectrum of the U.S. Government's capabilities.

- **Recovery:** After a disaster or crisis, we promote a rapid and durable recovery by supporting livelihoods, markets, and the sustainable provision of basic services such as health and education.

- **Transition:** In countries experiencing political crisis or emerging from authoritarianism or conflict, we promote peaceful political transitions by strengthening civil society and respect for human rights, facilitating reconciliation, supporting effective democratic governance, and fostering the resumption of basic economic activity and the provision of social services.

Working across this spectrum, USAID invests in gender equality and women's empowerment in order to promote the well-being and human rights of individual women and girls and to strengthen the ability of entire communities to cope with adversity, recover from crises, and pursue development progress.

The NAP and USAID's Implementation Plan provide a roadmap to strengthen and institutionalize efforts to: advance women's participation in peace processes and decision-making; prevent and respond to sexual and gender-based violence, trafficking in persons, and other forms of exploitation and abuse; promote women's engagement in conflict prevention; and ensure safe, equitable access to relief and recovery for males and females.

USAID is committed to fully implementing the NAP and to realizing our development and humanitarian commitments through concrete, effective, time-bound, and coordinated action. The USAID Implementation Plan for Women, Peace, and Security describes the approach that USAID is pursuing to integrate WPS objectives within our policies, strategy, and programs; evaluate our progress; and learn from our efforts. In collaboration with our partners, especially women and girls in communities affected by crisis and conflict around the globe, we will work to advance the ultimate goal of sustainable peace and security for all.

2 Implementation and Integration

The development and release of the NAP and corresponding USAID Implementation Plan are part of a broader effort to transform the way USAID pursues its development mission and particularly its approach to supporting gender equality and women's empowerment. The USAID Forward agenda—with its focus on building local sustainability and partnerships, fostering innovation, and strengthening our capacity to deliver results—is reflected in many of USAID's commitments under the NAP and has informed our approach to implementation planning. The USAID Policy Framework, released in 2011, established the promotion of *gender equality* and *female empowerment* as an operational principle for the Agency and elevated *prevention and response to crisis, conflict,* and *instability* to a core development objective.

The NAP and USAID Implementation Plan are part of a suite of interagency and Agency-level policies and strategies designed to guide the U.S. Government and USAID to more effectively and strategically pursue gender equality, women's empowerment, and the protection of vulnerable populations. These include the USAID Gender Equality and Female Empowerment Policy; the USAID Counter-Trafficking in Persons (C-TIP) Policy; the forthcoming U.S. National Action Plan on Children in Adversity; the Presidential Memorandum on International Initiatives to Advance the Human Rights of Lesbian, Gay, Bisexual, and Transgender Persons; and the U.S. National Strategy to Prevent and Respond to Gender-Based Violence Globally.

These strategies have been developed in a coordinated manner and are designed to be complementary and mutually reinforcing. While distinct in their purpose and scope, activities undertaken to fulfill the mandate of one are generally consistent with the mandate and goals of the others. For example, the Gender Equality and Female Empowerment Policy requires country-level gender analysis to inform multi-year strategic planning, which also will support the integration of WPS objectives in USAID strategies for conflict-affected countries. Similarly, the Gender Equality and Female Empowerment Policy's emphasis on reducing GBV links directly to the NAP's pillar on protection and is reflected as a core priority of the forthcoming National Action Plan on Children in Adversity, which seeks to protect children and women from violence, exploitation, abuse, and neglect. In addition, one of the key USAID programming objectives defined in the C-TIP policy is to increase investments in TIP prevention and protection in conflict and crisis-affected areas. **Taken together, these documents are a package representing a renewed commitment to achieving better outcomes for all by increasing the participation and leadership of women and girls, ensuring that their rights are respected, and enabling them to live happy and productive lives safe from violence and abuse.**

USAID's operating environment and decentralized structure mean that the implementation of the NAP must take place at several levels simultaneously. In Washington and at USAID Missions in the field, there are opportunities to integrate NAP objectives into policies and business processes, and to adapt existing programs or develop new programming to promote WPS objectives. At the same time, our efforts to advance implementation of the NAP must directly link to USAID's other areas of work and priority initiatives.

USAID's implementation of the NAP is coordinated through an Agency-wide working group of representatives from regional bureaus, functional and policy bureaus, and independent offices, as well as from field missions with responsibilities for NAP implementation. The Bureau for Democracy, Conflict, and Humanitarian Assistance (DCHA) and the Senior Coordinator for Gender Equality and Women's Empowerment oversee NAP implementation for USAID.

All USAID Missions and Bureaus are expected to apply relevant principles, objectives, and actions from the NAP to their work through the regular Program Cycle and other contingency-based activities such as disaster and crisis response that fall within the mandate of their operating unit. USAID's Implementation Plan therefore applies to different operating environments, including countries that are threatened or affected by conflict or crisis, in a post-conflict period, experiencing high levels of insecurity at national or sub-national levels, recovering from a natural disaster, or experiencing a significant political transition. The needs and opportunities to address women, peace, and security objectives vary according to the specific country context. In some cases, the needs are extensive due to widespread, active conflict; extreme insecurity; the effects of a natural disaster; or a very recent transition from war to peace or from one form of government to another. In other cases, the needs are limited to certain geographic or issue areas such as sub-national conflict over natural resources, security sector reform undertaken by a new political administration, or the vulnerability of adolescent girls in urban areas affected by crime and drug-related violence. **The animating point for USAID implementation planning is to think proactively about how women and girls can be engaged, empowered, and protected in order to promote better outcomes in communities confronting crisis, conflict, or insecurity.**

To focus planning, USAID used a collaborative process to prioritize the Agency's engagement on WPS issues in different countries. Regional and functional bureaus, missions, and the USAID WPS Working Group worked together to examine needs and opportunities related to WPS in different country contexts, including factors such as a country's risk of instability or fragility, level of human insecurity, and status as an active conflict or post-conflict country or country in transition. USAID also examined factors related to its own capacity and comparative advantage, including whether the level of USAID financial and human resources for a given country would enable us to have a meaningful impact on the empowerment and protection of women and girls. Missions identified as significant priorities for WPS implementation are examining how to integrate WPS objectives throughout their strategy and programs, while many other missions are focusing on integration within select regions or sectors, or on individual actions outlined in the NAP.

USAID helps small-scale farmers and business people in Kenya acquire the skills, technology, loans, and market connections they need to succeed.

Photo Credit: Neil Thomas

INTEGRATING WOMEN, PEACE, AND SECURITY

The primary vehicle for USAID's implementation of the NAP is the integration of WPS objectives and activities through the regular processes by which USAID conducts strategy development, budget planning, project design and implementation, monitoring and evaluation, and learning—known collectively as the Program Cycle. USAID has already taken a number of steps to ensure that WPS is integrated throughout its processes and systems for planning, performance management, and reporting. USAID and the Department of State (DoS) have collaborated to improve the utility of shared systems. By embedding our approach to WPS in our Agency business model, we can ensure that our efforts are systematic, sustainable, and resourced as part of our overall development and humanitarian assistance mission.

1. Integration in Planning & Strategy:
USAID's Gender Equality and Female Empowerment Policy states the Agency requirements for integrating gender into strategic and operational planning. These requirements are integrated into the Agency's guidance for developing country strategies, designing projects, and conducting monitoring and evaluation. Gender analyses must be conducted to inform all country-level strategies and project designs. In addition to the regular requirement for country-level gender analysis, the USAID Transition Strategy Guidance explicitly asks missions to apply the

principles and objectives of the NAP in developing their strategies. Transition Strategies focus on countries in which USAID seeks to catalyze/support a transition from one set of circumstances to another in order to create the conditions for sustainable development. USAID will use the required consultation phase of strategy development as one entry point to actively engage and integrate into our planning the perspectives of women and women's organizations on issues of peace and security. These steps enable USAID to integrate WPS objectives at the strategic and programming level, informing all steps in USAID's programming cycle.

2. Integration in Budgets & Plans:

To track foreign assistance investments and results in support of WPS objectives, USAID and DoS jointly developed a new WPS Key Issue (a planning and reporting category tied to a specific topic or objective). The WPS Key Issue was included in the Fiscal Year 2012 (FY12) Operational Plan and will be included in all future cycles of the Performance Plan and Report and the Operational Plan. The WPS Key Issue complements the set of Gender Sub-Key Issues established in 2011 for the purpose of tracking and reporting on USAID-DoS investments and results related to gender equality, women's empowerment, and GBV, and highlighted in USAID's policy on Gender Equality and Female Empowerment. This tool will enhance our ability to make informed decisions about WPS within our budget and planning processes, identify and address gaps related to WPS, and communicate about WPS investments with our stakeholders.

3. Integration in Measuring Results:

In FY11, the USAID-DoS Performance Plan & Report system was significantly revised and the entire set of Foreign Assistance (FA) indicators was reengineered. The new system includes seven broad output and outcome indicators on gender equality, female empowerment, and GBV in addition to gender-sensitive indicators in other Program Areas such as Peace and Security and Governing Justly and Democratically. For example, one such indicator addresses the "Number of local women participating in a substantive role or position in a peacebuilding process supported with USG assistance." USAID and DoS have developed and proposed additional indicators for inclusion in the FY12 Performance Plan and Report to address remaining gaps. Operating units should integrate these indicators in performance management plans where applicable and use them to measure progress toward the achievement of gender and WPS-related results

within and across programs. At the Agency level, the WPS Working Group will use aggregate information from these indicators to monitor implementation of USAID's Implementation Plan. At the interagency level, progress in implementing the objectives of the NAP will be monitored and evaluated against specific indicators, to be identified at the direction of the WPS Interagency Policy Committee, led by the White House.

To streamline reporting requirements, minimize the burden on field staff, and ensure that WPS priorities are a *consistent part* of USAID's programming cycle, reporting on WPS will be integrated into USAID's regular, annual planning and reporting systems via the processes and indicators outlined above. Reporting from these sources will be used to provide required annual reporting to the National Security Advisor, per the Executive Order No. 13595 issued with the launch of the NAP in December 2011, and for the purposes of public reporting on the status of USAID's implementation of the NAP. A joint USAID-DoS working group on Monitoring and Evaluation will continue working to ensure that existing systems enable decision-making and reporting; the group will also work to encourage broad, consistent use of WPS indicators and to share information about best practices and tools for evaluating WPS-related activities.

In the first year of NAP implementation, USAID coordinated closely with DoS to issue a common information request on WPS to Embassies and USAID Missions in countries where the NAP is most applicable. This request required posts to articulate their plans for strengthening the integration of WPS objectives in their strategy and programs. Information collected through the Operational Plan and supplemental request was used to inform the development of the USAID WPS Implementation Plan and establish a baseline for the integration of WPS objectives within strategy, programs, and operations. This information will also serve as a basis for Agency-wide planning, learning, and best practice going forward.

3 Partnerships & Consultation

USAID's implementation of the NAP cannot be successful without close collaboration and partnership with a variety of actors within and outside the USG. Across the board, it will be critical for USAID to coordinate with host governments and civil society, our implementing partners including local and international non-governmental organizations (NGOs), other donors, and multilateral organizations. As part of reforms implemented under USAID Forward, USAID is expanding partnerships with NGOs, civil society, and the private sector. Under the Gender Equality and Female Empowerment Policy, and particularly in crisis and conflict-affected countries, a strong emphasis is placed on collaboration with women, women's organizations, and other groups working in support of gender equality.

As part of the development of this Implementation Plan, USAID has hosted consultations with civil society in Washington both to speak generally about the Implementation Plan and, jointly with DoS, to discuss WPS and humanitarian assistance. These consultations, both general and at the sector level, will be ongoing and will provide critical input for USAID throughout the implementation period. Missions in WPS focus countries will also engage in regular consultation with women and civil society organizations (CSOs), particularly women's groups, to inform their own policies and programming—including programs that are explicitly targeting conflict issues—but also to ensure that the knowledge and perspectives of women inform all programming in a given country. Many USAID Missions around the world have coordination mechanisms for addressing gender issues; these mechanisms bring together staff from diverse areas of expertise and responsibility, leverage human and financial resources to promote gender equality, and support the collective responsibility for gender integration established by USAID policy.

Ongoing consultations and information sharing with the U.S. Congress will also be critical. USAID will continue to consult with Congress and work with our interagency partners to ensure effective, coordinated action around WPS objectives at the country and regional level, including through the interagency policy process facilitated by the National Security Staff and the ongoing collaboration we have with interagency colleagues in Washington and in the field to advance common objectives.

4 The Regional Lens

Given the diversity of the regions in which USAID works, our implementation plan encompasses efforts to support countries that are tackling a wide range of peace and security issues from active conflict to post-conflict reconstruction to efforts to combat organized crime and illicit activities that threaten citizen security and undermine the rule of law. Addressing gender gaps and focusing assistance on activities that empower women to participate fully in the recovery and development of these diverse communities is not a one-size-fits-all endeavor. It requires careful analysis and tailored approaches. This section highlights WPS issues confronting the different regions in which USAID works and some of the key actions USAID will take to advance implementation of the NAP in each of these regions. Please note that regions are represented according to USAID's organizational structure; in addition to the regional bureaus, an independent office exists for Afghanistan and Pakistan, and those countries are therefore represented separately here.

A Gari woman speaks at a community consultation on the draft peace accord in Hudet, Somali Region, Ethiopia.

Photo Credit: Mercy Corps

AFRICA

Issues of WPS are crucial to long-term stability and prosperity in Africa. In several conflicts, such as Liberia, Rwanda, the Democratic Republic of Congo (DRC) and Sierra Leone, women have played a key role in peace negotiations and post-conflict reconstruction. In post-conflict countries such as the DRC, recent or upcoming elections and future constitutional reform processes present opportunities for advancing women's leadership and representation in government bodies. Sierra Leone and Kenya are also taking steps to prevent SGBV associated with political unrest surrounding elections. Despite these noteworthy gains, as well as a vibrant and engaged civil society that continues to advocate for the inclusion of women in building peace and resolving conflicts, underlying structural challenges continue to hinder progress. In some countries, weak governance fosters instability and creates space for pervasive GBV in conflict and post-conflict settings, while limited health services and poor education systems increase women's vulnerability and reduce opportunities for economic empowerment. Complex crises such as the conflict- and drought-affected Horn of Africa

magnify human insecurity, particularly for women. All of these factors impede progress towards gender equality and the development of peaceful, sustainable societies.

Throughout Africa, USAID is partnering with national governments, civil society, and multinational organizations to address critical issues related to WPS. In several countries, USAID is supporting concrete steps to prevent and respond to GBV by supporting amendments to criminal laws; strengthening the justice system; improving the capacity of human rights and women's rights institutions; adopting measures to protect transgender persons from violence and discrimination on the basis of gender identity; integrating human rights and protection across the USAID program portfolio; and carrying out awareness and sensitization programs in order to prevent GBV, with a special focus on engaging men, boys, and traditional leaders.

In Sudan, USAID has established a strong partnership with the Ahfad University for Women. Activities under this partnership include promoting the role of women in democratic develop-

ment and improving the capacity of six academic and training institutions to work with civil society and promote outreach to women. USAID is supporting the U.S. Embassy in discussions that would bring together Sudanese and South Sudanese women in government and civil society groups to address bilateral relations and reduce tensions between the two countries. In Liberia, USAID plans to provide financial support for the Land Commission for gender-sensitive community-based land dispute resolution and mediation, as well as for an alternative dispute resolution mechanism through which land conflicts can be peacefully resolved. In Sierra Leone, the USAID mission seeks to put women's empowerment at the heart of development cooperation strategies. It proposes to build a development objective to address exclusionary practices against women so that new leaders will emerge who strengthen and build demand for gender-inclusive governance and associated public service reforms. These measures in turn will drive economic growth, leading to improved national development.

Through its partnerships with national governments, civil society, and other multilateral partners, USAID anticipates that its WPS efforts in Africa will yield greater involvement of women in peace processes and decision-making; that new evidence of how to prevent and respond to GBV will yield positive outcomes for the most marginalized and vulnerable; and that women's engagement in post-conflict and reconstruction processes will increase and be sustained.

ASIA

Asia is a highly diverse region in its peoples, landscapes, political systems, and economic regimes. Several countries are still emerging from internal conflicts, such as Nepal, Sri Lanka, the Philippines, and Burma. The issues that could potentially ignite conflict—e.g. economic injustice, political repression, the loss of natural resources due to climate change, food insecurity, cross-border tensions, and ecological disasters—exist throughout the region. Trafficking in persons and GBV are also pervasive. At the same time, a commonality across the region is the absence of women at the highest levels of economic and political decision-making, and at the peace table.

While USAID is working to enhance women's participation in security and decision-making processes in countries affected by conflict and crisis across Asia, a gap between women's symbolic and effective political participation remains wide and efforts to ensure substantive participation by women in peace processes

must be expanded. In the Philippines, USAID works with the Mindanao Development Authority, the principal Government of the Philippines counterpart for development programs in Mindanao, as well as with national and local governments, the private sector, and civil society organizations, including those led by women. In Nepal, USAID's work with the Inter-Party Women's Alliance has engaged female members of the Constituent Assembly across party lines to ensure the constitution drafting process incorporates and addresses women's issues. As USAID establishes a Mission in Burma we see a need and an opportunity to implement activities that result in greater gender equality and female empowerment and that support women's participation in the reforms underway. To advance these efforts in Burma, USAID is exploring opportunities to collaborate with other donor agencies, and multilateral partners such as UN Women and the UN Development Program (UNDP).

The Asia Bureau is committed to ensuring the NAP will be a central template for informing bureau and missions' programming response in the region. To that end, the Asia Bureau will conduct gender analyses of all regional and mission funded programs to identify opportunities to advance WPS objectives and will provide ongoing technical support to build the capacity of mission and bureau staff to implement the NAP. These actions will ensure that all staff are strong advocates for the participation of women – including minorities and women with disabilities – in peace negotiations, donor conferences, security sector reform efforts, transitional justice processes, and other related decision-making forums; and that programs capitalize on opportunities to build the capacity of female political candidates and members of government, women in the security sector, women in civil society, and men and boys who are advocates for gender equality and female empowerment.

EUROPE & EURASIA

In the Europe and Eurasia (E&E) region, U.S. assistance focuses broadly on consolidating the gains made since the end of conflicts in the 1990s and on strengthening countries' ability to respond to new or persistent threats to stability through a range of efforts to bolster democratic institutions, strengthen the rule of law, encourage tolerance among different communities, promote economic development, and respond to issues of mutual national concern, such as trafficking in persons.

The principles and objectives of the NAP are of great relevance for these activities, as well as for targeted conflict management and

mitigation programming in the region. Several countries in the E&E region articulate women's empowerment and their role in society within their legal framework, however, implementation of legislation protecting women's rights is often uneven or non-existent. USAID Missions in the E&E region will promote the inclusion of women in decision-making processes at various levels of government and societal interventions and empower women to be more economically active, as poor economic conditions and inequality have often exacerbated conflict in the region or served as a primary conflict driver. The E&E region has a relatively high number of CSOs that promote women's empowerment issues; these CSOs have substantial traction within the government and are perceived positively by citizens. Regional and country specific small grants programs have and will continue to build on this promising trend by providing support to women's CSOs and empowering women to actively participate in conflict prevention and tolerance activities as well as economic empowerment activities.

The following examples illustrate the type of activities USAID will implement to advance WPS objectives in the E&E region. In Bosnia, USAID's Women's Empowerment Fund will provide small grants to CSOs focused on this area, such as those that lobby to strengthen laws on protection from domestic violence. In Georgia, USAID-supported civic engagement centers will organize issue-based discussions on gender, women's health, and GBV. Within the E&E region, USAID also will launch a new program to build interethnic cooperation at the local level and assist minority communities to become actively engaged in the political and economic sectors.[3] The program will foster minority women's participation in decision-making processes, increase employment opportunities for women, and provide support for minority women-owned businesses. As the E&E region continues to consolidate gains and meet new challenges to security, USAID will continue to recognize the important role that women play in promoting peace and stability and to support field missions with technical assistance and capacity building that enhances their ability to develop and implement programs that effectively incorporate WPS objectives.

AFGHANISTAN AND PAKISTAN

Though Afghanistan and Pakistan have made some strides towards greater gender equality, whether through legislation or marked health care and education improvements, they still rank poorly in all major gender and human development indices. Violence and insecurity are an everyday reality for women in both countries. The complex operating environments have made it more difficult to work with Afghan and Pakistani women to address their precarious status.

This is a critical time to focus on preserving and building on gains for women in each country. As Afghanistan takes the lead on security, support, and vigilance will be required to ensure the protection of women and girls and the effective participation of women in ranks of military and police forces. In Pakistan, the devolution of the Ministry of Women's Development to the provinces splintered attention to women's issues. Therefore, a renewed focus on gender equality by USAID and the USG as a whole could not come at a more significant moment. The breadth of the USAID and wider USG country portfolios provide numerous avenues to shrink the gulf between men and women and advance the key objectives of the NAP.

Gender equality and women's empowerment are promoted across USAID's activities within both missions. In collaboration with their respective Embassies, both missions have highlighted the important role of forming effective partnerships with the governments of Afghanistan and Pakistan, as well as the United Nations, to advance WPS objectives. The objectives of the NAP are woven into many current and planned projects and will continue to serve as a guiding framework for USAID Gender Teams in Afghanistan and Pakistan. USAID supports The Government of the Islamic Republic of Afghanistan (GIROA) in implementing and clarifying its National Action Plan for the Women of Afghanistan and its Elimination of Violence Against Women Act. A significant component of this endeavor will be to bolster and support key entities such as the Afghanistan Ministry of Women's Affairs. In Pakistan, USAID has responded to the devolution of responsibility for women's issues by forming partnerships within national and provincial structures.

Consistent with the USAID Gender Equality and Female Empowerment Policy, both missions are conducting gender analyses on all new and extended projects. The analyses completed to date have highlighted gaps in programming and identified opportunities for future programs. Both missions have developed or are developing programming to address gender-based violence and to counter violent extremism, including supporting and monitoring the capacity of local communities to influence changes in attitudes and

---

[3] Benefiting country name withheld pending conclusion of project design or procurement process.

behavior to reduce violence against women and girls. In addition, both missions support activities to enable women leaders to participate meaningfully in national and international events and negotiations, to enlarge the scope of agreements, and to focus attention on critical societal priorities required to achieve just and sustainable peace.

Pakistani and Afghan women represent important actors in their countries – and partners for USAID – now and in the coming years. Their increasing involvement as decision-makers at the national, and the sub-national levels – whether in public, private, or civil society sectors – provides opportunities for real progress. Supporting the meaningful economic and political participation of women will spur more sustainable and inclusive economic growth, political stability, and social progress. Greater participation by women will shrink the considerable gender gaps in both countries and help preserve and solidify the hard-won gains for women and contribute to broader stability and prosperity for all.

LATIN AMERICA & THE CARIBBEAN

Despite generally positive development trends in the Latin America and the Caribbean (LAC) region in the last two decades, dramatic increases in crime and violence in some areas as well as slow recoveries from natural disasters pose concerns for citizens' well-being, economic growth, and democracy. The latest analyses of gender inequality trends demonstrate that in many areas, including health and education, there have been advances in gender equality throughout the region. However, generalized inequalities persist and women remain excluded from political and economic participation, especially when they belong to a marginalized and/or minority group. One of the most pressing issues in the region, citizen security, affects young men and boys very differently from women and girls, but the issues are strongly interlinked. A lack of social and economic opportunities, as well as social norms around male identity and machismo, help to drive young men in particular to engage in crime, violence, and risky behaviors such as unprotected sex with multiple partners. Acts of gender-based violence harm individuals and families and drive broader crime and violence as youth exposed to violence in the home (as victims or as observers) are at increased risk of becoming victims or perpetrators of violence themselves. The cycle of insecurity, violence, and crime affects WPS issues directly and indirectly through increased teenage pregnancies, SGBV, and increased poverty and insecurity for women-led households.

In the LAC region, USAID will focus on integrating the principles of the NAP by promoting women's leadership in political processes, community violence prevention, and peacebuilding efforts. Equal emphasis will be placed on the role of men and boys in addressing SGBV to ensure the programs' effectiveness and comprehensiveness. USAID Missions will identify and pursue opportunities for important partnerships with men, engaging them as champions for equality and as partners in the effort to address root causes of gender inequality in the region.

USAID also aims to incorporate gender into broader approaches to addressing the region's insecurity challenges by refining and adapting innovative approaches that have proven successful. For example, in Colombia, where nearly 80 percent of victims displaced by the internal conflict are women and children, USAID's Demobilization and Reintegration activities promote women's participation and leadership in a wide range of programs, including transitional justice, child ex-combatant rehabilitation, policy guidance from the Government of Colombia, and sustainable livelihoods projects. In Nicaragua, USAID supports local organizations that take an inclusive approach to engaging men and women to address root causes of GBV such as social constructs of masculinity, psychosocial well-being, financial management and empowerment, and post-partum health. In Haiti, USAID's engagement with communities, NGOs, and the national government focuses on elevating women's participation in the security reform process and conflict mitigation mechanisms, including promoting the inclusion of female cadets and training women mediators within camps for internally displaced persons. USAID's Mission in Guatemala is implementing activities to improve women's leadership, empowerment, and human rights awareness; to promote public policies that decrease violence against women in cities; and to provide assistance for prosecuting cases involving serious human rights violations, crimes of sexual violence, and trafficking in persons.

By working towards WPS objectives in the LAC region, USAID anticipates increased gender awareness among law enforcement and judicial officials, greater women's leadership in the political process, an engendered approach to violence prevention and peacebuilding initiatives, and greater awareness of gender norms, leading to better cooperation and respect for gender equality among all people.

MIDDLE EAST AND NORTH AFRICA

Many countries in the Middle East and North Africa (MENA) region are undergoing political and economic transitions. Others continue to experience long-standing conflict or instability. The uprisings that began in Tunisia in January 2011 and spread across the region have transformed the power dynamics in the MENA region, and women have been at the forefront of protest movements from Tunis to Sana'a. The long-term outcomes of these changes remain far from certain, however, and in many parts of the Middle East income inequality, stagnant economic growth, political repression, and poor education continue to pose challenges for development, as well as for gender equality and women's empowerment.

Transitions to democracy and peace cannot be successful without women's meaningful engagement in the political and economic life of their societies. Yet the fluid transitional environment presents opportunities and obstacles. New constitutions and legislative frameworks provide opportunities to advance women's rights, and broad societal shifts can be opportune moments to address long-standing challenges to women's full participation; at the same time, some countries have already witnessed an erosion of previous gains in women's rights and empowerment, and in some cases, momentum for women's participation has stalled or reversed. In many countries, women have felt the impact of economic upheaval most acutely, and their roles in peacebuilding and transitional political processes have been limited.

At this historic moment in the region, USAID's Middle East Bureau, its missions and development assistance offices will support efforts to reverse negative trends and seize new opportunities for gender equality and women's participation and empowerment. We are harnessing USAID's entire development portfolio — including work on education and supporting youth, combatting global climate change, supporting economic development, improving health, advancing democracy and governance, and addressing natural resources management—to help all people across the MENA region to realize their aspirations for a better future. USAID Missions and development assistance offices have built and continue to build strong and innovative partnerships and collaborations with a range of actors to advance WPS objectives, including private and non-profit NGOs, women's organizations and human rights groups, prominent women professionals, other donors, and government officials.

In Yemen, USAID sponsored two political platform development workshops promoting female political participation in public policy – these were attended by 75 women activists and leaders representing diverse political parties and affiliations. Additionally, USAID/Yemen health programs address gender equality, specifically, saving the lives of mothers and building the capacity of female service providers. In Iraq, USAID will help empower Iraqi women socially, politically, and economically through increased political and civic participation, private sector opportunities, and better access to primary healthcare and education. The USAID Mission will support a new grants program through which Iraqi NGOs (both private and non-profit) can apply for direct grants in the areas of job creation, poverty alleviation, and economic development; applications will be evaluated on their ability to promote meaningful gains for women. In all sectors, special attention will be paid to Iraq's most vulnerable women – those internally displaced by warfare and sectarian strife, or those who bear the responsibility of providing for their families.

In Libya, USAID supports activities in partnership with women-led CSOs and establishes professional relationships with female leaders who are not direct beneficiaries. USAID has supported women-led groups in Benghazi and Tripoli to implement activities that include workshops on the role of civil society in a democracy and on constitutional development processes, as well as campaigns promoting unity, reconciliation, disarmament, and reintegration of combatants.

In West Bank and Gaza, USAID's good governance projects increase opportunities for women in the public sector. The Palestinian Justice Enhancement Program expands women's opportunities within the justice sector, reduces barriers to women's leadership, and ensures women's access to justice. The Civic Participation Program increases women's participation in public life and raises their awareness of community issues.

Across the MENA region, USAID will actively support women's political empowerment, particularly robust engagement in peacemaking, constitutional processes, and security sector reform. Women's economic empowerment is also a core goal for USAID in the region, as it has broad benefits for families, communities, and societies. Whether emerging from conflict or in the throes of uncertain political transitions, MENA countries are facing opportunities to defend and advance women's rights and roles, and USAID is embracing these opportunities to support the advancement of WPS objectives during this moment of historic change.

5 Action Matrix

The action matrix describes specific activities USAID will carry out to support objectives outlined in the NAP. **The matrix is not comprehensive, but provides a representative sample of actions that have been completed, that are ongoing, or that are anticipated to begin in FY12 or FY13. The program examples, in particular, are illustrative of many similar programs implemented by USAID Missions and Bureaus in a given sector or sub-sector such as legislative or judicial strengthening, GBV prevention and response, or conflict mitigation.** The matrix includes programmatic activities managed in Washington and in the field and non-programmatic activities such as training for Agency staff or the creation of Mission Orders on Gender Integration, which support the institutionalization of WPS in internal Agency and interagency processes. Much of what you will see in the Plan is really about changing how USAID operates, which enables a sustained impact across the Agency's work. In expanding engagement with women in strategic and systematic ways, we increase the Agency's effectiveness and the quality of USAID investments. USAID's WPS Implementation Plan focuses on many actions that are budget neutral. Implementing the policy involves a change in mind-set and the way that we do business: asking different questions, integrating WPS into appropriate country and project-level analyses and assessments (e.g. security sector reform), using this information to inform strategy and project design, consulting with women and girls on the ground, developing partnerships with a wider range of key stakeholders, and focusing on outcomes that close gaps and promote opportunities for women and girls affected by crisis and conflict.

USAID expects to invest over $125 million of FY12 funding in activities that support one or more WPS objectives in more than 33 countries around the world, including approximately $32 million for programs in the objectives of Peace and Security, $57 million for programs in the objective of Governing Justly and Democratically, and $36 million for programs in the objectives of Investing in People, Economic Growth, and Humanitarian Assis-

Afghan woman peacebuilder, Rangina Hamidi, discusses how women can help stabilize Kandahar and other communities with Dr. David Kilcullen at an event at the National Press Club.

Photo Credit: Institute for Inclusive Security

tance. These figures do not reflect contingency funding that will support crisis prevention, response, recovery, and transition initiatives designed to advance WPS objectives in FY12. In addition to these core investments, USAID anticipates establishing a modest incentive fund to catalyze implementation through support for innovative activities that strengthen the WPS focus of current or planned programs in priority countries.

Many anticipated programs are in the design or procurement phase and cannot be described in detail due to procurement or other sensitivities. For this reason, some program examples in the matrix do not specify the benefiting country or region. New programs and activities and the continuation of existing programs and activities are, in all cases, subject to the continued availability of funds and permissiveness of the operating environment.

Integration and Institutionalization

Integration of WPS principles and objectives within strategy and programs, as well as efforts to build staff capacity and promote enhanced coordination on WPS issues, is the primary vehicle through which USAID will implement the NAP and ensure comprehensive, systematic, and sustainable attention to WPS priorities. As an example of country-level integration, many USAID Missions have formed internal or interagency gender working groups. For example, USAID/South Sudan inaugurated a Mission Gender Team, including members from each technical team and a representative from DoS. The Gender Team's mission is to advocate for and advance gender issues across the mission's portfolio. Specific objectives include: building staff skills and knowledge to ensure that USAID/South Sudan is able to promote and incorporate gender and social inclusion in all its work; improving understanding of the attitudes, behaviors, and barriers which constrain achievement of the full rights of women and girls in South Sudan; delivering programs with a clear focus on gender mainstreaming; measuring impacts using sex- and age-disaggregated data; increasing participation of women and girls in all programs; and working with other donors, government partners, the UN, and international NGOs to leverage greater social change.

Output	Projected Start/End Date	Implementing Office(s)
National Objective 1: **NATIONAL INTEGRATION AND INSTITUTIONALIZATION:** Through interagency coordination, policy development, enhanced professional training and education, and evaluation, the USG will institutionalize a gender-sensitive approach to its diplomatic, development, and defense-related work in conflict-affected environments.		
Outcome 1.1 — Agencies establish and improve policy frameworks to support achievements in gender equality and women's empowerment throughout our diplomacy, development, and defense work.		
Action 1.1.1 — Incorporate NAP objectives in strategic and operational planning, such as Bureau and Mission Strategic and Resource Plans (BSRPs and MSRPs) and Operational Plans, as appropriate. Disseminate guidance to all operating units on gender integration. *[NOTE: Some planning processes have been modified following publication of the NAP; BSRPs and MSRPs are now referred to as Mission Resource Requests and Bureau Resource Requests]*		
Strategic Planning: USAID will integrate gender equality, women's empowerment, and WPS objectives in the guidance and process for developing Country Development Cooperation Strategies (CDCS) and Transition Strategies. Where applicable, USAID Missions will integrate WPS issues in the required country-level gender analyses for these multi-year, strategic planning processes; the results of country-level gender analyses will in turn be incorporated into CDCS and Transition Strategies.	Ongoing	Bureau of Policy, Planning, and Learning (PPL) with all relevant regional and functional bureaus, missions, and independent offices
Budget and Operational Planning: USAID and the DoS jointly developed and adopted a WPS "key issue" (category for planning and reporting) to be utilized in the annual Operational Plan and Performance Planning and Reporting processes. The key issue went into effect in the FY12 Operational Plan and is designated as mandatory for all operating units with applicable activities. The WPS Key Issue will facilitate tracking and analysis of foreign assistance investments and results supporting objectives in the NAP. Additionally, starting with FY14, Mission Resource Requests and Bureau Resource Requests include attributions for Women, Peace, and Security as applicable, in addition to attributions for other applicable gender key issues (started for FY13) and narrative information about how the request contributes to gender equality and female empowerment.	Completed	PPL and A/AID (Office of Budget and Resource Management) with all relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 1.1.1 (cont.)	**Complex Crises Funding:** DCHA will review and strengthen the integration of gender and WPS issues, including the application of relevant Agency policy, within management processes for the Complex Crises Fund: 1) Application Guidelines; 2) Review/Selection Process; 3) Project Implementation; and 4) Monitoring, Evaluation, and Learning. The Complex Crises Fund enables the USG to respond quickly during critical windows of opportunity by providing resources to address unforeseen political, social, or economic challenges that threaten stability, and support programs to foster long-term development. The goal is to seize opportunities to advance peaceful transitions, democratic governance, and development progress.	Ongoing	Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA)
Action 1.1.2	Establish comprehensive, revised Agency-level policy on gender integration and women's empowerment by the end of 2011 through existing Gender Policy Task Team.		
	Comprehensive Gender Integration at USAID: The USAID Policy on Gender Equality and Female Empowerment was released in March 2012 and implementation is ongoing. The Policy includes a specific focus on situations of crisis and conflict and the Policy and the NAP are designed to be mutually reinforcing. Multiple aspects of the Policy, including requirements for country- and project-level gender analysis and basic gender training for Agency staff, will support the effective integration of WPS objectives within USAID strategies and programs.	Policy Completed, Implementation of Policy Ongoing	All relevant regional and functional bureaus, missions, independent offices, PPL, and A/AID
	USAID Mission Orders: Per the USAID Gender Policy, USAID Missions are required to develop a Mission Order on Gender Integration; multiple USAID Missions in countries affected by crisis, conflict, and insecurity will establish or revise Mission Orders to reflect clear guidelines on coordination, roles, and responsibilities for addressing gender equality, female empowerment, and WPS objectives in mission programs.	Ongoing	Relevant missions
Outcome 1.2	**Agencies enhance staff capacity for applying a gender-sensitive approach to diplomacy, development, and defense in conflict-affected environments.**		
Action 1.2.1	Ensure all relevant U.S. personnel and contractors receive appropriate training on WPS issues, including instruction on the value of inclusive participation in conflict prevention, peace processes, and security initiatives, international human rights law and international humanitarian law, protection of civilians, prevention of SGBV, prevention of sexual exploitation and abuse (SEA), and combating trafficking in persons (TIP).		
	Basic Gender Training: Per the USAID Gender Equality and Female Empowerment Policy, basic gender training will be developed and required for all staff with roles in managing programs or supervising those who manage programs within two years; in addition, gender equality and female empowerment concepts are being integrated in core Agency courses such as Programming Foreign Assistance and Project Design and Management, which will build the capacity of all staff to contribute to the Agency's objectives of reducing gender inequalities, preventing and mitigating the effects of GBV, and advancing women's rights and empowerment.	Ongoing	Office of Gender Equality and Women's Empowerment (GENDEV) and Office of Human Resources (OHR) in coordination with other bureaus as appropriate

	Output	Projected Start/End Date	Implementing Office(s)
Action 1.2.1 (cont.)	**Building WPS Capacity Through Tailored Training and Learning Activities:** Multiple USAID Missions and Operating Units with responsibilities for NAP implementation will integrate WPS issues in gender integration training and learning opportunities for staff, including those with technical and programmatic responsibilities, or in sector-specific trainings offered by their unit to build the technical capacity of staff in Washington and in the field with responsibilities for programming in situations of crisis, conflict, and transition. The following is an illustrative set of training and learning activities: - Africa, Asia, and the Middle East: In FY12, the Senior Gender Technical Specialists for these regions provided training to Mission Gender Points-of-Contact and Mission Gender Advisors to strengthen their skills and knowledge related to integrating gender throughout the USAID Program Cycle, including orientation to the new Policy on Gender Equality and Female Empowerment and the NAP. The training included an overview of the process of gender analysis that is required to develop new country strategies and new projects responsive to gender inequalities and for ensuring that women and girls are represented in all development projects. Staff from multiple countries designated as USAID priorities for NAP implementation were included. ONGOING - DCHA will pursue a coordinated approach to ensure that training programs related to working in crisis prevention, response, recovery, and transition effectively integrate the principles and objectives laid out in the NAP and UNSCR 1325, and offer bureau and Agency staff meaningful strategies for promoting gender equality and female empowerment in their work across this spectrum. To support the objectives of the Gender Equality and Female Empowerment Policy and the NAP, DCHA will revise or expand training and learning opportunities for Agency staff working in the areas of Democracy, Human Rights, and Governance; Humanitarian Assistance; Conflict Management and Mitigation; Civilian-Military Cooperation; Transition Initiatives; and Civilian Response. Activities will include: - Over the next 12 months, DCHA's Center of Excellence on Democracy, Human Rights, and Governance (DRG) will review existing trainings for opportunities to better integrate gender and WPS objectives and principles and will revise training components as appropriate. This effort will focus especially on DRG Fundamentals, the Elections Security Training Framework, and any training related to Transitional Justice, Security Sector Reform, or Rule of Law in conflict-affected countries. ONGOING - All Office of U.S. Foreign Disaster Assistance (OFDA) technical, field, and programming staff are required to take the Inter-Agency Standing Committee (IASC; a mechanism for coordination of humanitarian assistance among UN and non-UN partners) on-line course: Different Needs-Equal Opportunities: Increasing Effectiveness of Humanitarian Action for Women, Girls, Boys and Men. REQUIREMENT ESTABLISHED/IMPLEMENTATION ONGOING	Multiple (See bullets for detail)	Multiple (See bullets for detail)

	Output	Projected Start/End Date	Implementing Office(s)
Action 1.2.1 (cont.)	- The Office of Conflict Management and Mitigation (CMM) will integrate gender within Conflict 102: An Introduction to Conflict Assessment and Programming, an introductory conflict analysis training course, which is open to all USAID staff but primarily completed by Crisis, Stabilization, and Governance Foreign Service Officers. The two-day course, offered approximately four times per year, teaches participants the fundamentals of conflict dynamics and programmatic responses. ANTICIPATED; Additionally, CMM has piloted and will continue to refine a three-hour gender and conflict training for its staff. The training is designed to enhance the capacity of staff to recognize the gendered dynamics of conflict, operationalize gender concepts, and access gender integration resources in the context of their work. CMM will make the training available to other USAID offices and bureaus. ONGOING - Revise Conflict, Stabilization, and Governance (CSG) Training to reflect principles, requirements, and objectives of the USAID Gender Policy and NAP, and to include exercises that provide participants with the opportunity to practice integrating gender equality, female empowerment, and WPS objectives in program design and implementation activities. CSG training is an intermediate-level course targeting FSOs with responsibilities for program design and implementation in fragile states, with an emphasis on the relief to development transitions and the role of effective governance. ONGOING - Provide USAID Civilian Response Corps members with presentations/ workshops to facilitate access to frameworks and knowledge on USAID's policies and priorities related to WPS. Provide access to the IASC on-line course: Different needs-equal Opportunities: Increasing Effectiveness of Humanitarian Action for Women, Girls, Boys, and Men. ONGOING - The Office of Civilian-Military Cooperation (CMC) will work with DCHA staff to identify specific training materials and resources related to gender equality, women's empowerment, and the NAP, for inclusion in CMC-provided training for both USAID and military audiences (e.g. DCHA 101, District Stability Framework). CMC will identify and share materials with potential applicability for the Department of Defense training activities as appropriate. ANTICIPATED - All new staff in the Office of Transition Initiatives will be trained in principles, requirements, and objectives of the USAID Gender Policy and NAP. ONGOING	Multiple (See bullets for detail)	Multiple (See bullets for detail)
Action 1.2.2	Provide technical assistance to decision-makers in headquarters and in the field on how to develop gender-sensitive programs.		
	Targeted Technical Assistance and Tools: Regional bureau, functional bureau, and Mission Gender Advisors and specialists will continue to provide support for USAID NAP implementation through targeted technical assistance and capacity building, including field support; functional bureaus, including DCHA, will develop guidance and toolkits that address WPS issues in the context of crisis and conflict prevention, response, recovery, and transition.	Ongoing	Relevant regional and functional bureaus, missions, independent offices, and PPL

	Output	Projected Start/End Date	Implementing Office(s)
Action 1.2.2 (cont.)	**Networking and Awareness-Raising:** In 2012, USAID/Afghanistan will hold a Gender Advisors Conference to bring together all of its in-country Gender Advisors for networking and to provide those personnel with information on recently released Agency policies and strategies including C-TIP, NAP, and Gender Equality and Female Empowerment. ANTICIPATED	Illustrative Activity (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
Outcome 1.3	**Agencies establish mechanisms to promote accountability for implementation of their respective gender-related policies in conflict-affected environments.**		
Action 1.3.1	Designate one or more officers, as appropriate, as responsible for coordination of implementation of the NAP.		
	WPS Coordination Leads: The Senior Coordinator for Gender Equality and Women's Empowerment shares responsibility for coordination of implementation of the NAP with DCHA; as the internal coordination structures for implementation of the NAP evolve, this designation may be revisited.	Ongoing	A/AID (Senior Coordinator for Gender Equality and Women's Empowerment) and DCHA
	Collective Responsibility: The USAID Gender Equality and Female Empowerment Policy affirms that promoting gender equality and female empowerment is a shared Agency responsibility that depends on the contribution and collective commitment of all staff. To ensure accountability for implementation, the Policy establishes roles and responsibilities for different types of operating units and categories of staff, including senior managers, Mission Directors, Gender Advisors, technical teams, program officers, and contracting and agreement officers. These accountability mechanisms will support implementation of USAID's gender-related policy in crisis and conflict-affected environments.	Policy Completed, Implementation of Policy Ongoing	Relevant regional and functional bureaus, missions, and independent offices, PPL, and A/AID
	Agency-wide Engagement: USAID has established an Agency Working Group on Women, Peace, and Security with designated points-of-contact in field missions and regional and functional bureaus with responsibilities for implementation of the NAP; this body will continue to coordinate USAID's implementation of the NAP and Agency-level implementation plan and, increasingly, will function as a community of practice supporting the dissemination of learning and best practice within and outside of the Agency.	Ongoing	Relevant regional and functional bureaus, missions, and independent offices, PPL, and A/AID
	Mechanisms to Support Implementation in the Field: Multiple USAID Missions with responsibilities for implementing the NAP will create or use existing intra-agency or interagency gender working groups or task forces to support improved coordination and implementation of the NAP; in cases where such gender working groups already exist, one or more WPS objectives may be added to the mandate or terms of reference for the group.	Ongoing	Relevant missions
	Engaging with Civil Society: USAID will participate in or host at least two general consultations, which include broad civil society representation, to discuss the status of the Agency's NAP implementation each year; USAID will pursue additional opportunities for consultation with civil society on sector-specific WPS issues throughout the year.	Ongoing	A/AID and DCHA with USAID WPS Working Group

	Output	Projected Start/End Date	Implementing Office(s)
Action 1.3.2	Establish an annual award to honor individuals or operating units performing exceptional and innovative work to address gender equality and female empowerment in conflict-affected environments, and to promote the principles embodied in UNSCR 1325.		
	Incentivizing Excellence: DCHA will lead the establishment of an annual award to honor USAID staff or operating units performing exceptional and innovative work to address gender equality and female empowerment in conflict-affected environments, and to promote the principles embodied in UNSCR 1325 and the U.S. National Action Plan. Several USAID Missions with responsibility for implementing the NAP will use existing award frameworks to honor exceptional work to promote gender equality and female empowerment.	Anticipated	DCHA
Action 1.3.3	Incorporate an assessment of gender integration into after action reviews (for USAID, those after action reviews pertaining to crisis response), and establish processes for addressing cases where gender issues are not being adequately considered in crisis response and conflict prevention environments.		
	Disaster Response: After Action Reviews (AARs) of disaster response conducted by the Office of U.S. Foreign Disaster Assistance will incorporate questions about gender integration in AAR surveys and discussions, and AAR findings will include information about the effectiveness of gender integration in the disaster response.	Ongoing	DCHA
	Atrocity Prevention: USAID will conduct two after action reviews of USAID atrocity responses each year, including an assessment of the extent to which USAID identified and addressed gender-related needs during those responses.	Anticipated	DCHA with relevant regional and functional bureaus, missions, and independent offices
	Mission Models: For example, the terms of reference (TOR) for the USG Pakistan Gender Working Group will incorporate an assessment of gender integration into AARs. The TOR will also establish processes to address cases where gender issues were not adequately considered in crisis response and conflict prevention. ANTICIPATED	Illustrative Activity (see description for detail)	Relevant missions
Outcome 1.4	**Agencies establish processes to evaluate and learn from activities undertaken in support of WPS initiatives.**		
Action 1.4.1	Utilize innovations in foreign assistance coordination and tracking systems where appropriate, including gender cross-cutting indicators, sector-specific gender-sensitive indicators, and revised gender key issue definitions to support budgeting, operational planning, and performance management related to the NAP.		
	Measuring Results: USAID and the DoS have collaborated to ensure that the set of indicators used to measure foreign assistance results includes a range of indicators aligned with core WPS objectives; currently, these include seven cross-cutting gender indicators addressing gender equality, GBV, and women's empowerment, as well as indicators that address WPS issues in areas such as peace and security; democracy, human rights, and governance; and humanitarian assistance. USAID and the DoS have proposed a small number of additional indicators to address remaining gaps in coverage for WPS and these are under consideration for inclusion in the FY12 Performance Plan and Report.	Completed	PPL and DCHA on new WPS indicator development; all relevant regional and functional bureaus, missions, and independent offices will use indicators for performance management as appropriate

	Output	Projected Start/End Date	Implementing Office(s)
Action 1.4.1 (cont.)	**Using Information for Portfolio Management:** Multiple USAID Missions and Bureaus with responsibilities for NAP implementation will integrate WPS issues into their Mission Portfolio (Performance) Reviews. For example: USAID/DRC will include WPS in its Mission Portfolio Reviews. The Program Office will collect lessons-learned on WPS across the mission portfolio and disseminate to technical offices. USAID/Philippines will include mission accomplishments in support of WPS in annual portfolio performance reviews, using relevant NAP outcome indicators. ANTICIPATED	Illustrative Activity (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
	Examples of Learning Initiatives: USAID will undertake a range of evaluation and learning initiatives that will inform the Agency's WPS implementation moving forward. For example: - USAID/Afghanistan's Measuring Impact of Stabilization Initiatives (MISTI) project will measure the impact of stabilization programming on men and women. Regular survey research will measure women's perceptions and evaluate women's security, freedom of movement, access to government services, and ability to participate in public life. ONGOING - The Bureau for Economic Growth, Education, and Environment's Office of Microenterprise and Private Enterprise Promotion (E3/MPEP) has started a series of learning activities to identify innovative and effective practices in women's leadership in Small and Medium-Sized Enterprises and broader economic empowerment, including a seminar series and community of practice portal for the donor, implementer, and stakeholder community in the U.S. and in the field. E3/MPEP will also conduct rigorous impact evaluations of cooperative agreements of field pilots promoting women's leadership in SMEs starting in FY13, which will collect baseline as well as impact information in FY16 and 17, after the pilots have ended. This information will be broadly disseminated to inform the field and promote best practice appropriate to a variety of contexts, including conflict-affected contexts. ONGOING	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices

Participation

USAID's actions under the participation pillar build upon the Agency's long-standing commitment to building inclusive, participatory processes that give all citizens a say in decisions that affect them and a stake in the future of their communities. Whether in drafting a new constitution or establishing priorities for post-conflict reconstruction, USAID is committed to assistance that brings women's participation, perspectives, skills, and capacities to bear on the challenges facing their societies. In many countries,

USAID is targeting initiatives that support women's participation in transitional political processes. In Libya, for example, USAID has worked to increase public understanding of electoral processes to enhance voter participation, particularly for marginalized groups such as women, youth, and persons with disabilities. Part of this assistance has also helped the election commission and CSOs develop voter education and Get-Out-The-Vote materials for under-represented groups. USAID will continue to look for opportunities to help civil society organizations and government institutions support activities that involve and benefit women.

	Output	Projected Start/End Date	Implementing Office(s)
National Objective 2: **PARTICIPATION IN PEACE PROCESSES AND DECISION-MAKING:** The USG will improve the prospects for inclusive, just, and sustainable peace by promoting and strengthening women's rights and effective leadership and substantive participation in peace processes, conflict prevention, peacebuilding, transitional processes, and decision-making institutions in conflict-affected environments.			
Outcome 2.1	More women are effectively engaged in peace negotiations, security initiatives, conflict prevention, peacebuilding-including formal and informal processes-and decision-making during all phases of conflict prevention and resolution, and transition.		
Action 2.1.1	USG delegations serve as a model for the inclusion of women in talks and negotiations concerning conflict resolution, peacebuilding, and/or political transitions, and advocate for the integration of women and gender perspectives in processes in which the U.S. is involved.		
	Senior Leadership: Consistent with the USAID Gender Equality and Female Empowerment Policy, USAID senior leadership will highlight the importance of gender equality and female empowerment as key development objectives and will advocate for these objectives—including the meaningful inclusion of women and gender perspectives in decision-making processes or initiatives related to crisis, conflict, and transition—in their representational roles (e.g. donor and policy forums).	Ongoing	A/AID, PPL, and relevant regional and functional bureaus, missions, and independent offices
Action 2.1.3	Support the participation and leadership roles of women from all backgrounds, including minorities and women with disabilities, in peace negotiations, donor conferences, security sector reform efforts, transitional justice and accountability processes, and other related decision-making forums including those led by the UN and other international and regional organizations, and including capacity building for such actors as female candidates, female members of government, women in the security sector, and women in civil society.		
	Global Women's Leadership Fund: Global Women's Leadership Fund established under CEPPS III mechanism to provide logistical, material, and strategic support to enable women to effectively participate in and influence decision-making during high-level peace negotiations, peacebuilding processes, donor conferences, and other political processes, including in countries experiencing a significant political transition. FUND ESTABLISHED/ IMPLEMENTATION OF ACTIVITIES ONGOING	Fund Established/ Implementation of Activities Ongoing	DCHA with relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 2.1.3 (cont.)	**Women and the Security Sector:** In the LAC region, USAID will support activities to integrate women as equal partners in implementation of police reform and community-based policing activities, including activities that promote and support women´s leadership as members of the national police force and as community leaders, especially in crime prevention activities. USAID will also provide training to security and justice sector institutions on appropriate treatment of female victims of violence and evidence collection. ONGOING AND ANTCIPATED ACTIVITIES	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
	Women's Role in Transition: USAID is providing support to ensure that women can participate and provide leadership in critical aspects of Libya's transitional process. For example, with USAID support, a woman-led group based in Benghazi organized and facilitated a three-day dialogue with 45 participants (15 of which were women) from government, media, and civil society to discuss goals, principles, and options for constitutional reform in Tripoli. The dialogue focused on ways to promote pro-active engagement to ensure the constitutional process was transparent and participatory. ONGOING	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
	Managing Resource Conflict: USAID/Peru's Good Governance Program operates in areas affected by conflict over the access to and use of natural resources. The project includes a component to improve the ability of sub-national governments to manage and mitigate conflict, as well as to strengthen the capacity of newly-elected local officials. Gender is a cross-cutting theme of the project and efforts are directed at increasing the participation of women leaders in all project activities. USAID plans to conduct training activities with emphasis on inclusion of women leaders in conflict management at the national level with key ministries, and effective decision-making in four regional governments and more than 300 municipalities. Likewise, women will participate in a training course for sub-national council members to improve their representative and oversight roles. ONGOING AND ANTICIPATED ACTIVITIES	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 2.1.4	Assist partner governments in improving the recruitment and retention of women, including minorities and other historically marginalized women, into government ministries and the incorporation of women's perspectives into peace and security policy.		
	Women in Government: USAID will support a range of activities to promote the recruitment and retention of women in government. Examples include: - *USAID plans to support a new program to promote women's political participation at local and state levels in the run-up to elections with the goal of increasing the number of women representatives in municipal governments. USAID's programs will improve female candidates' communication skills and raise awareness of the importance of women's participation in public life. Assistance will also help establish inter-party and inter-regional dialogues among parliamentarians, including female parliamentarians. USG support for development of a women's caucus spanning across party and ethnic lines will improve women's political status. ANTICIPATED	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 2.1.4 (cont.)	- In Jordan, USAID-supported programs will continue to work closely with the Judicial Institute to empower and train newly-appointed female judges, in addition to supporting female students at the Judicial Diploma Program. Students will also benefit from mentoring by senior female judges in a unique program to build their technical capacity and ensure their integration into the judicial system. The legal education/human rights program will focus on training female law students and female law professionals to encourage them to enter the legal field. Elections and political parties programming will work with female candidates running at the national and local level on platform development, message delivery, voter contact and Get-Out-the-Vote techniques. The program will also provide assistance to elected female Members of Parliament and municipal boards to improve their capacity to effectively carry out their jobs. On the civil society front, NGOs will continue to receive support to enhance their capacity to advocate for women's issues and female participation in democratic processes. ONGOING	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 2.1.5	Provide assistance to support women's political participation and leadership in fragile environments and during democratic transitions, including capacity building for such actors as female candidates, female members of government, women in the security sector, and women in civil society.		
	Women's Participation in Fragile Environments: DCHA'S DRG Center will promote women's political participation via the existing Elections and Political Processes Fund. Funds will be available to support women's political engagement as participants and leaders in fragile environments and during democratic transitions and may include targeted efforts to engage men as allies in promoting women's participation. Through in kind and cash support, DCHA's Office of Transition Initiatives will provide capacity building support to women and youth groups in political and transitioning environments to promote and encourage political participation and inclusion as well as political education.	Ongoing	DCHA with relevant regional and functional bureaus, missions, and independent offices
	Programs Promoting Women's Participation in Civic Life: USAID will support a range of activities to promote women's participation and leadership across political, social, and economic spheres in fragile and transitional environments. Examples include: - USAID/DRC is currently supporting a media sector development program that includes a strong focus on strengthening and supporting women in media. This program aims to build the professional capacity of female journalists, strengthen networks of female journalists, and expand women's interest programming to new territories. Activities also reinforce a positive image of women in the media. If women are perceived to have a role to play in public life, they will be more likely to effectively engage in peacebuilding processes. ONGOING	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 2.1.5 (cont.)	- *USAID plans to support a new program in FY12 to build interethnic cooperation at the local level and assist minority communities to become actively engaged in political and economic spheres. The program will focus on rural, minority communities and foster minority women's participation in decision making processes, increase employment opportunities for women, and provide support to minority women-owned businesses through grants that increase employment and productivity. USG activities will also empower women economically through vocational programs and increase their representation in the public sector workforce. The program will involve civil society in monitoring implementation of gender action plans. ANTICIPATED - Through the Good Governance program, USAID/DRC supported a roundtable for women in the public service to assist them in becoming more effective advocates for equal treatment in the face of gender imbalances in the public service, especially at a senior level. The success of this event spurred participants to create a network of women leaders within the public sector, called 'Circle of Women'. USAID will support the network's capacity to expand membership and activities. ONGOING - *In FY 2012, USAID will continue to support locally and nationally elected women as well as women leaders in civil society by providing trainings, workshops, and personalized coaching programs to take full advantage of reform opportunities and confront the daily pressures they face as women in leadership positions. USAID's political parties strengthening program will focus technical assistance and support to politically active women so that they can negotiate stronger roles for themselves within their parties and serve as role models for other women to enter politics in upcoming elections. ANTICIPATED	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 2.1.7	Provide support for NGOs to track, analyze, and advocate on behalf of the engagement of women and women's organizations in peace processes.		
	Engaging Civil Society: USAID will support civil society partners to track, analyze, and advocate on behalf of women's engagement in peace processes through new and existing mechanisms.	Anticipated	Relevant regional and functional bureaus, missions, and independent offices
Action 2.1.8	Expand emphasis on gender analysis and support to local organizations, including women's peacebuilding organizations, in conflict mitigation and reconciliation programming.		
	Engaging Local Women in Conflict Mitigation: USAID'S West Bank/Gaza (WB/G) Mission supports the empowerment of women in conflict mitigation through CMM grants that are funded by USAID/Washington. The USAID/WBG CMM portfolio promotes peaceful coexistence and reconciliation among Israelis and Palestinians through people-to-people projects. ONGOING	Illustrative Program (see bullet for detail)	Relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 2.1.11	Mobilize men as allies in support of women's leadership and participation in security-related processes and decision-making.		
	Engaging Men as Allies: Sections and agencies of the USG Mission in Pakistan will continue to encourage male counterparts to support female participation. Men in leadership roles within the mission, including DoS and USAID senior leadership, will actively participate in women-focused conferences and events. ONGOING	Illustrative Activity (see bullet for detail)	Relevant regional and functional bureaus, missions, and independent offices
Outcome 2.2	**Laws, policies, and practices in partner states promote and strengthen gender equality at national and local levels.**		
Action 2.2.1	Through high level diplomacy and technical assistance, encourage nations to develop laws that promote and protect women's rights, including through the criminalization of violence against women and girls and adoption of effective procedural laws, as well as through laws and policies that advance women's participation in parliaments, the judicial sector, and other political, peace, and/or security decision-making bodies, including those calling for affirmative measures, where appropriate.		
	Judicial Strengthening: USAID/DRC is currently promoting and strengthening the justice sector in the DRC, both at the central level and targeted local areas. This support includes activities to improve the gender balance in the judiciary and the Council of Magistrates. By addressing gender issues within the judiciary it is anticipated that women will be more likely to utilize formal conflict resolution or the court system to address conflict and to pursue access to justice. ONGOING	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
	Civil Society Strengthening: USAID will expand support for activities that promote and strengthen civil society's ability to provide input, advocacy, and oversight for the development and implementation of gender-sensitive laws, policies and practices in such areas as land reform, political parties, elections, transitional justice initiatives, human rights bodies, gender commissions, gender action plans, gender-responsive budgeting, and UNSCR 1325-related national or local action plans. Examples include: - A USAID/Kenya activity supports advocacy to enhance the effectiveness of the National Assembly in implementing the constitutional provisions relating to the gender rule, which specifies that persons of one gender may hold no more than 2/3 of appointive and elective positions in public office. ONGOING - In Afghanistan, institutional capacity development and advocacy support is provided to women-focused CSOs to improve gender equality and to specifically help women secure opportunities and advocate for themselves. ONGOING	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices
	Engaging Women in Policy Dialogues: The USAID/Nepal Peace Support Program's Nepal Transition to Peace (NTTP) Forum supports policy dialogues covering the constitution drafting process, state restructuring (i.e. federalism) decisions, truth and reconciliation commission legislation, territory disposition, minority issues, and ex-combatant voluntary retirement and military integration. NTTP includes specific thematic groups composed of women that address gender inequality issues, including citizenship, women's rights, and electoral mechanisms. ONGOING	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 2.2.1 (cont.)	**Research on Affirmative Measures:** USAID/DRG will conduct research on quotas and other affirmative measures with the end goal of developing a set of lessons learned, possibly in the form of case studies. This will include addressing quotas at the DRG Center Evidence Review events in fall of 2012 and as part of the DRG Center research agenda over the next several years.	Ongoing	DCHA
Action 2.2.2	Provide diplomatic, development, and technical assistance to build the capacity of legislative, judicial, and law enforcement actors to develop, implement, and enforce laws that promote and protect women's rights; and civil society to advocate for the development and implementation of such laws.		
	Improving Women's Access to Land: USAID will expand support for land reform activities, including technical assistance and advocacy related to the reform of land tenure laws and the creation of alternative dispute resolution mechanisms that are designed to advance women's rights and promote equal access to justice for women and men.	Multiple Ongoing or Anticipated Programs	Relevant regional and functional bureaus, missions, and independent offices
	Engaging Women in Natural Resources Management: *USAID will expand support for activities that increase women's active participation in community-based natural resources management; promote policies that increase women's rights over access to forest and wildlife resources, land tenure and property ownership; facilitate women's access to alternative livelihood activities, especially women who are affected by the control of illicit markets (e.g. reduction of illegal hunting); and support women's organizations involved in conservation and adaptation to climate change in conflict-affected and insecure communities.	Multiple Ongoing or Anticipated Programs	Relevant regional and functional bureaus, missions, and independent offices
	Support for National Plans to Promote Gender Equality and Combat Violence Against Women: USAID/Afghanistan supports the Elimination of Violence Against Women Act and the promotion of the National Action Plan for Women in Afghanistan, which highlights the Afghan Government's commitment to pursue gender equality and the empowerment of women in all spheres of life. ONGOING	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
	Sustainable Health Policy: The Health Policy Project works in both developing and conflict-affected countries – including Cote d'Ivoire and Guatemala – to improve health policy, advocacy, and governance for strategic, equitable, and sustainable health programming in family planning/reproductive health, HIV, and maternal health.	Ongoing	Global Health

*Benefiting country name withheld pending conclusion of project design or procurement process.

Protection

USAID's actions under the protection pillar build upon the Agency's work to protect and empower vulnerable populations in situations of crisis and conflict and to combat the effects of violence and abuse that threaten individual well-being and the resilience of entire communities. A USAID program in Papua New Guinea will strengthen referral and coordination mechanisms between HIV/AIDS and GBV services, with emphasis on services that are "friendly" to at-risk populations, including mechanisms of support to healthcare and community workers to handle GBV cases. Training and supervision tools for health care providers will include discussion of bias, discrimination, vulnerabilities to violence, gender-sensitive approaches and language, trauma counseling, information about patient rights including the right to privacy and confidentiality, and information on human rights.

Output	Projected Start/End Date	Implementing Office(s)
National Objective 3: PROTECTION FROM VIOLENCE: The USG will strengthen its efforts to prevent—and protect women and children from—harm, exploitation, discrimination, and abuse, including SGBV and TIP, and to hold perpetrators accountable in conflict-affected environments.		
Outcome 3.1	Risks of SGBV in crisis and conflict-affected environments are decreased through the increased capacity of individuals, communities, and protection actors to address the threats and vulnerability associated with SGBV.		
Action 3.1.1	Work to improve the capacity of the UN system and key protection and humanitarian actors, including members of the Humanitarian Cluster system, to prevent and respond to SGBV in conflict affected and crisis settings, to include development and implementation of training, guidance, and other operational tools; and promote better coordination and sharing of information across UN country teams in order to develop and implement holistic strategies on SGBV.		
	Building Protection Capacity: OFDA will fund interagency protection capacity initiatives to address SGBV and other protection problems in humanitarian assistance.	Ongoing	DCHA
Action 3.1.4	Require USG humanitarian assistance implementing partners to have Codes of Conduct consistent with the IASC core principles on protection of beneficiaries from sexual exploitation and abuse, and monitor and promote partner compliance.		
	Prevention of Sexual Exploitation and Abuse: For awards supported with international disaster assistance funds, OFDA and Food For Peace (FFP) will continue to require awardees to adopt a Code of Conduct to Prevent Sexual Exploitation and Abuse. As a condition of award, recipients must indicate that they have adopted a code of conduct for the protection of beneficiaries of assistance from sexual exploitation and abuse in humanitarian relief operations that is consistent with the principles established by the UN Inter-Agency Standing Committee on Protection from Sexual Exploitation and Abuse in Humanitarian Crises (ONGOING). To improve compliance, OFDA will initiate new requirements for implementing Codes of Conduct within two years. OFDA and FFP will coordinate with DoS's Bureau of Population, Refugees, and Migration (DoS/PRM) to align requirements where appropriate (ANTICIPATED).	Anticipated (New requirements for implementing Codes of Conduct)	DCHA

	Output	Projected Start/End Date	Implementing Office(s)
Action 3.1.5	Support education and awareness initiatives for USG civilian contractors and aid workers on the prevention of sexual exploitation and abuse (PSEA) in crisis and conflict-affected environments.		
	Raising Awareness on PSEA: Multiple USAID operating units will hold awareness-raising activities or training for staff and implementing partners on the prevention of sexual abuse and exploitation. For example, in Pakistan, USAID and DoS/PRM will confirm inclusion of Codes of Conduct requirements in all relevant agreements and contracts (ONGOING) and USAID/Pakistan will hold awareness training on prevention of sexual exploitation and abuse in crisis affected environments for staff and contractors (ANTICIPATED). As another example, OFDA will raise awareness with implementing partners on prevention of sexual exploitation and abuse within humanitarian assistance programs (ONGOING).	Illustrative Activities (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 3.1.6	Support research, programming and learning on the use of technology with the potential to improve the safety of women and girls in conflict settings (e.g. solar lighting, solar or methane-conversion cook stoves, provision of cell phones as part of an early warning system, and mobile justice mechanisms), consistent with available best practices and international guidelines.		
	Using Technology to Improve Safety: DCHA will draw on its operational capabilities and experience in crisis environments to engage key offices in supporting activities focused on the use of technology with the potential to improve safety for women and girls in crisis environments, and to collectively compare and learn from work in this area. For example, DCHA/OFDA will support an evaluation of the protection benefits for women of at least one technology and will pilot the use of at least one technology to evaluate its effectiveness for protection. DCHA/OTI also will organize and deliver an event on the use of GIS mapping technology and its potential to improve the safety of citizens, including women and girls, in conflict and transition settings.	Anticipated	DCHA
	Closing the Mobile Phone Gap: The Bureau for Economic Growth, Education and Environment's (E3) Office of GenDev provides support for the GSMA mWomen Global Development Alliance, which seeks to close the mobile phone gender gap in the developing world. Findings from mWomen research and related activities will be shared to support the WPS learning agenda and inform USAID Missions, implementing partners, and host governments on how to overcome key barriers to women's mobile phone ownership and effective use, including technical literacy and traditional attitudes around women's asset ownership. This learning will help strengthen programs that seek to integrate mobile technology as an effective tool for promoting women's safety and empowering women through access to healthcare, education, and economic opportunities.	Ongoing	E3

	Output	Projected Start/End Date	Implementing Office(s)
Action 3.1.7	Provide support for a range of appropriate services and tools to assist and empower vulnerable women and girls, including medical services, psychosocial services, and legal services, as well as opportunities for livelihood training, education, and rest and recreation (e.g. athletics, art, and play); promote equitable access to these services for women and girls with disabilities.		
	Strategy Implementation: USAID will launch its plan to implement the United States Strategy to Prevent and Respond to International Gender-based Violence Globally, which will integrate GBV prevention and response programming in both development as well as crises-affected environments.	Completed	GENDEV with all relevant regional and functional bureaus, missions, and independent offices (including USAID GBV Working Group)
	GBV Programming in Emergencies: OFDA will support integrated care services for GBV survivors and girls and women at risk for GBV in at least three countries.	Ongoing	DCHA
	Mission Programs: Multiple USAID programs will support the needs of GBV survivors and protect and empower vulnerable women and girls. Examples include: - USAID/RDMA will support a program for displaced Burmese persons along the Thailand-Burma border. The program will help target communities identify GBV incidence, risk factors and prevention strategies, which will be used to develop content for training programs for service providers and community awareness initiatives for prevention and referral. ONGOING - USAID/Haiti will provide support to empower vulnerable women, including sex workers and rape survivors, in high-risk environments. ONGOING - *A country-level Safe Schools Program will train students, community leaders, parents, and male and female teachers on children's rights and responsibilities, non-violent discipline practices, listening skills, and how to respond to SGBV incidents. Community action planning will address SGBV and HIV/AIDS in schools through a community mobilization and behavior communication change (BCC) media campaign to raise awareness of SGBV, especially as it relates to HIV/AIDS. ANTICIPATED - In Rwanda, the Family Health Project, in collaboration with the Ministry of Health, National Police, legal and civil society institutions, and other donors, will support SGBV services, including community sensitization, HIV care services in existing sites, clinical services delivery to SGBV victims, Sexually Transmitted Infections screening and treatment, care and support counseling, and support for establishment of "One Stop Centers" for GBV at District hospital level for USAID-supported districts. The technical assistance (training of site staff to handle SGBV cases at clinical levels) and linkages to community will also be provided. This project will also support HIV care services in existing sites. Women and men are among target beneficiaries, trainees, and community mobilized partners in these efforts. In addition, outcome 3.4 is addressed at this level through constructive engagement of men in the project activities. ANTICIPATED	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 3.1.7 (cont.)	- In India, Kenya, Somaliland, and Liberia, C-Change's Half the Sky Communication Initiative for Women and Girls is one of the implementers of a major global multi-media initiative for the protection, education, and empowerment of women and girls in developing countries. ONGOING		
Action 3.1.8	Issue updated public guidance for USG partners on addressing SGBV in humanitarian assistance programming, including proposal guidance for SGBV prevention and response programming in disaster situations.		
	Updated Proposal Guidelines: OFDA will issue updated public guidance on addressing GBV in humanitarian assistance programming.	Anticipated	DCHA
Outcome 3.2	**Laws, policies, and reconciliation, transitional justice, and accountability mechanisms designed to combat exploitation, abuse, discrimination, and violence against women and girls are developed and implemented at national and locals.**		
Action 3.2.1	Support the development of effective accountability and transitional justice mechanisms that address crimes committed against women and girls and reduce impunity.		
	Promoting Accountability: USAID will review and disseminate best practices in promoting positive complementarity (the use of domestic courts to try Rome Statute crimes in coordination with international institutions) and addressing post-conflict cases involving SGBV.	Anticipated	DCHA
	Inclusive Transitional Justice: DCHA/DRG will incorporate attention to women, peace, and security into the development of its Community of Practice on transitional justice (TJ). This will include providing resources on gender and TJ for DRG officers, highlighting the role of TJ in addressing SGBV and crimes against women and girls, and discussing the importance of engaging women in the process of developing TJ mechanisms and other modes of reconciliation, reparations, and accountability.	Anticipated	DCHA
	Local Dispute Resolution: In Afghanistan, alternative dispute resolution mechanisms support the rights of women and girls in activities to help educate people about their legal rights under the constitution; training is provided to community members to monitor local dispute resolution cases. ONGOING	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 3.2.2	Support through diplomatic efforts and development and technical assistance the creation of effective measures to investigate SGBV promptly, effectively, independently, and impartially; and to bring those responsible for SGBV to justice. Support the establishment of mechanisms for survivors and witnesses of SGBV so that they can make complaints safely and confidentially, and build capacity so that there can be appropriate follow-up to these complaints. Where appropriate, support compensation or reparations for survivors and their families.		
	Combating Impunity: Multiple USAID Missions will support programs to combat impunity, including increased government capacity to investigate and prosecute GBV cases, and to provide survivors of violence with appropriate legal and other assistance. For example:	Illustrative Programs (see bullets for additional detail)	Relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 3.2.2 (cont.)	- USAID/Colombia is implementing institutional and civil society strengthening activities under the Conflict Victims Program to support the participation and leadership of women in Colombia's reparations process for conflict victims, and will provide support to the ethnic minority affairs office and the gender working group within the Government of Colombia Victims Attention Unit to ensure that the special needs of ethnic minority and women victims are taken into consideration in the reparations process and other activities overseen by the Unit. ONGOING AND ANTICIPATED ACTIVITIES - USAID/El Salvador is placing special emphasis on reducing the levels of impunity, and promoting fairness in the treatment of cases involving GBV. USAID will continue to establish Victims Assistance Centers to provide support and legal advice to victims of domestic and sexual violence at a nationwide level. Through agreements with the justice center, the project will also support the establishment of a specialized justice of the peace court that will only handle sexual and domestic violence cases. This has shown to improve the rates of resolution of these cases. The project will also establish a Rape Crisis Center at the Units of the Forensic Services Institute to support victims with psychological counseling and legal assistance and conduct medical examinations necessary in the first hours after the crime's occurrence to prove these cases. Additionally, USAID will continue to engage civil society organizations to collaborate with the criminal justice system and provide assistance to victims and monitor these types of cases to promote accountability and improve performance in their investigation and processing. ONGOING AND ANTICIPATED ACTIVITIES - USAID/Angola is supporting the government of Angola to train police officers in addressing GBV in Luanda Province. The program is helping police officers acquire knowledge on how to respond to and serve citizens better when a GBV case is reported. Based on the GBV assessment supported by USAID/Washington, the mission will examine opportunities to scale up the program to other provinces. ONGOING	Illustrative Programs (see bullets for additional detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 3.2.4	Assist multilateral and international organizations in developing appropriate mechanisms for sexual assault prevention, response, and accountability, and combating sexual exploitation and abuse (SEA) among their own personnel. Establish standard operating procedures for USG to follow up on cases of SEA by international personnel to ensure accountability.		
	Standard Procedures to Address TIP-related Abuses: USAID has developed a Standard Operating Procedure (SOP) to prevent and respond to TIP-related abuses by contractors and grantees. The SOP focuses on educating personnel about trafficking, conducting due diligence prior to making awards to contractors or grantees, and developing procedures to investigate and respond to reports of suspected abuse.	Completed	DCHA with relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Outcome 3.3	**Interventions are improved to prevent trafficking in persons and protect trafficking survivors in conflict and crisis-affected areas.**		
Action 3.3.3	Promote establishment of local coalitions or taskforces comprised of relevant government authorities and civil society organizations to combat human trafficking as part of the justice reform measures in post-conflict areas.		
	Building Local Capacity to Combat TIP: A program to combat TIP in Nepal will build capacity of service providers to assist and empower vulnerable women and girls, including by providing psychosocial and legal services and opportunities for livelihood training. ONGOING	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 3.3.4	Implement the USAID Counter Trafficking Code of Conduct holding personnel, contractors, sub-contractors, and grantees to the highest ethical standards with regard to trafficking, and develop a new C-TIP Policy with a focus on increasing anti-trafficking initiatives in conflict-affected areas.		
	C-TIP Code of Conduct: In February 2011, USAID launched a Counter Trafficking Code of Conduct holding USAID personnel, contractors, sub-contractors, and grantees to the highest ethical standards with regard to trafficking, including in conflict areas. In April 2011, the Agency released implementation guidelines for the Code.	Completed	DCHA with relevant regional and functional bureaus, missions, and independent offices
	C-TIP Policy: In February 2012, USAID launched a new C-TIP Policy with concrete, time-bound, measurable, resourced goals and activities to enhance the Agency's anti-trafficking programming. A key focus of the strategy is on increasing anti-trafficking interventions in conflict-affected areas. This focus includes an emphasis on training USAID personnel and ensuring that contractors and grantees working in conflict areas are educated about federal requirements and ethical standards of conduct with regard to trafficking in persons.	Completed	DCHA with relevant regional and functional bureaus, missions, and independent offices
Action 3.3.5	Implement Agency-wide training to educate staff on ethical standards related to the USAID Counter Trafficking Code of Conduct and provide technical assistance to personnel to design, implement, monitor and evaluate effective anti-trafficking interventions, including in conflict-affected areas.		
	Agency-wide C-TIP Training Plan: USAID will develop an Agency-wide training plan to educate staff about USAID TIP requirements per the Code of Conduct and increase the Agency's capacity to design, implement, monitor, and evaluate effective anti-trafficking initiatives. This will include incorporation into Agency trainings such as the Ethics, New Employee Orientation and DLI trainings, as well as training for staff going to Afghanistan and other conflict-affected countries. USAID will also develop an online C-TIP training module for all Agency staff, as well as training for specific groups, such as Office of Acquisition and Assistance staff, on contracting requirements to adhere to the FAR and C-TIP Code of Conduct.	Ongoing	DCHA with relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 3.3.5 (cont.)	**Technical Assistance for the Field:** USAID will release a Counter Trafficking in Persons Field Guide and distribute it to missions and Washington Operating Units. The Guide will provide technical assistance to Agency personnel to design, implement, monitor and evaluate effective anti-trafficking interventions in conflict and crisis-affected areas.	Anticipated	DCHA with relevant regional and functional bureaus, missions, and independent offices
	Targeted Training for C-TIP Champions: USAID will identify and train mission and regional bureau Counter-Trafficking Champions to help personnel and implementing partners identify trafficking situations and develop and evaluate C-TIP prevention and protection programs in conflict and crisis-affected areas.	Ongoing	DCHA with relevant regional and functional bureaus, missions, and independent offices
Action 3.3.8	Coordinate implementation of the anti-trafficking-related items of the NAP with the ongoing work of the U.S. Presidential Interagency Task Force to Monitor and Combat Trafficking in Persons and the Senior Policy Operating Group on Trafficking in Persons.		
	Effective Coordination: The USAID C-TIP Steering Committee will lead USAID's coordination of C-TIP activities with relevant interagency bodies.	Ongoing	DCHA with relevant regional and functional bureaus, missions, and independent offices
Outcome 3.4	**Men and boys are themselves better protected from SGBV, and are mobilized as partners in the prevention of SGBV and other risks of harm, exploitation, and abuse in their communities.**		
Action 3.4.1	Provide support for advocacy campaigns and programs designed to reduce family and community level violence.		
	Addressing Underlying Causes of Violence: USAID will support a range of activities to address family and community-level violence, including activities that address the underlying norms and behaviors that perpetuate GBV. Examples include: - The PEPFAR-funded GBV Scale-Up Initiative being implemented in DRC, Mozambique, and Tanzania through an interagency U.S. government effort, is committed to improving and scaling up activities that prevent and respond to GBV. Activities include engaging health and legal service providers at the clinic and community levels, as well as government representatives, to improve coordination and integration of GBV responses, and increase availability, utilization and quality of services. Concurrently, a range of community mobilization and outreach activities will seek to transform the underlying attitudes and behaviors that perpetuate GBV and increase awareness about its costs and consequences, including its relationship to HIV risk, and strengthen the capacity of social institutions, civil society organizations, and communities to respond to and ultimately end such violence. ONGOING	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 3.4.1 (cont.)	- USAID/Pakistan, through the Gender Equity Program, will continue raising awareness about GBV and support the creation of community structures to prevent familial and community violence. ONGOING - USAID/DRC supports the "Bienvenue aux Changements dans la Communauté" (Behavior Change Communication, or BCC) program that implements activities in North and South Kivu, Maniema, and Kisangani. The BCC program works with communities to support them in changing behaviors, attitudes, and social norms relating to gender and violence using approaches both at the community and societal levels. BCC complements the SGBV response programs by bringing in a prevention element and breaking the silence around GBV. ONGOING - The Together for Girls (TfG) public-private partnership brings together public, private, UN, and U.S. Government agencies to address sexual violence against children, including boys and girls. The partnership focuses on three pillars: conduct national surveys and collect data to document the magnitude and impact of sexual violence; support coordinated program actions at the country level with interventions tailored to address sexual violence; and lead global advocacy and public awareness efforts to draw attention to the problem and promote evidence-based solutions. TfG is taking practical steps to tackle sexual violence against children, with current work underway in Tanzania, Kenya, Swaziland, Zimbabwe, and Haiti, and future work planned for Cambodia, Malawi, the Philippines, and Indonesia. ONGOING	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 3.4.2	Increase attention to the needs of male survivors in SGBV prevention and response programs.		
	Meeting the Needs of Male Survivors: USAID will support activities that address the needs of male survivors of SGBV, as well as other forms of violence, exploitation, and abuse. For example: - USAID/Philippines supports programming to decrease risks of SGBV and other forms of abuse, such as trafficking in persons. As many as 30 percent of TIP victims intercepted by the FUSIONS project are men and boys. ONGOING	Illustrative Program (see bullet for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 3.4.3	Develop programs that address harmful norms and practices contributing to SGBV and other forms of exploitation and abuse, through the engagement of a broad range of potential allies, including religious and tribal leaders, youth, the business community, and men and boys.		
	Evidence-Based Interventions: In northern Uganda, the GREAT Project provides research and technical assistance to understand the processes through which social norms and attitudes about gender, reproductive health, and violence are transmitted in conflict-affected settings. The project will develop and test interventions that 1) impact gender norms to positively influence reproductive health outcomes, reduce GBV, and improve gender equity, and 2) have the potential to catalyze widespread, sustainable movements to challenge gender inequities worldwide. ONGOING	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices

Conflict Prevention

USAID actions under the conflict prevention pillar build on initiatives to: promote women's engagement in preventing and managing conflict and reducing the risks posed by natural disasters at local and national levels; ensure that early warning and response efforts, including atrocity prevention, are responsive to risks affecting women and girls; and invest in women's and girls' health, education, and economic empowerment as important conditions for supporting recovery and longer-term stability in countries threatened or affected by crises. For example, in the Philippines, USAID's conflict mitigation projects supported activities that significantly enhanced the role and appreciation of women as peace advocates and mediators of conflict. In addition, the Literacy for Peace and Development (LIPAD) Project seeks to increase adult literacy of women and out-of-school youth in the Autonomous Region in Muslim Mindanao (ARMM), the region with the lowest literacy rate in the Philippines.

	Output	Projected Start/End Date	Implementing Office(s)
National Objective 4: PREVENTING CONFLICT: The USG will promote women's roles in conflict prevention, improve conflict early-warning and response systems through the integration of gender perspectives, and invest in women's and girls' health, education, and economic opportunity to create conditions for stable societies and lasting peace.			
Outcome 4.1	Conflict early warning and response systems include gender-specific data and are responsive to SGBV, and women participate in early warning, preparedness, and response initiatives.		
Action 4.1.1	Integrate protocols and support opportunities to share best practices for gender analysis in conflict mapping and reporting, including for mass atrocity prevention and stabilization funding. Review conflict early warning systems and conflict assessment methodologies, including the Interagency Conflict Assessment Framework, to assess and strengthen the integration of gender in these tools.		
	Gender and Early Warning: CMM is examining ways to integrate gender as an analytic dimension of its early warning products, such as the annual Alert Lists. These are internal tools USAID utilizes to identify areas of particular fragility and vulnerability to conflict. CMM has commissioned the University of Maryland to write a technical brief that surveys the conflict literature about what we know about how gender has been incorporated into conflict early warning frameworks. The technical brief will help USAID to better understand the 'state of play' in this area and will illustrate what literature is available, what data sources we can pull from, and how incorporating gender could improve the Alert Lists findings. This process will identify the appropriate next steps for incorporating gender-based indicators into Alert List analyses.	Ongoing	DCHA
	Gender and Atrocity Prevention: Informed by "listening sessions" as well as internal and external consultation, a tool kit on atrocity prevention will be developed and rolled out to missions. This toolkit will build upon a number of outputs in the USAID Action Plan for PSD10 (Presidential Study Directive on Mass Atrocities), including transition guidance in the CDCS, supplemental guidance to high risk missions and new tailored training modules. It will also emphasize the different experiences of males and females in atrocity situations, and opportunities for engaging women and girls in peacebuilding and early warning.	Anticipated	DCHA
	Mission Models: In Pakistan, an interagency Gender Working Group that incorporates Embassy and USAID staff will support the development of early warning and response systems and strategies that integrate gender analysis and reflect women's perspectives. ANTICIPATED	Illustrative Activity (see description for detail)	Relevant missions

	Output	Projected Start/End Date	Implementing Office(s)
Action 4.1.3	Share and utilize relevant data from the Women's Empowerment in Agriculture Index (WEAI) and the Demographic and Health Survey in support of conflict prevention, early warning, and response activities.		
	Data Sharing to Inform Activities: USAID will utilize and share data from existing datasets to support conflict prevention, early warning, and response activities. For example, the Demographic and Health Surveys collect population-based household surveys on a myriad of indicators, including domestic violence, women's ability to access health services, and women's decision-making autonomy. Additionally, the Bureau for Food Security will share data collected in recently launched WEAI to inform Agency planning and activities related to conflict early warning; this data may include information on changes in women's assets, for example, that may be associated with the onset of crisis or insecurity. ONGOING	Illustrative Activities (See description for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 4.1.4	Actively engage women in planning and implementing disaster and emergency preparedness and risk reduction activities, including regarding how police can better interact with women in their role as first responders.		
	Gender and Disaster Risk Reduction: OFDA regional and country strategies for disaster risk reduction (DRR) will include context-appropriate initiatives to ensure women's and girls' participation in emergency planning, preparedness, and risk reduction activities.	Ongoing	DCHA
	Engaging Women in Disaster Risk Reduction: In the Philippines, USAID's work in DRR will include gender-sensitive approaches such as consulting men and women on the creation of emergency kits that meet the distinct needs of men and women in emergencies. ONGOING	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 4.1.5	Provide diplomatic and development support for community-based early warning and response activities, such as empowering local communities to develop strategies to prevent and respond to outbreaks or escalations of violence and conflict.		
	Empowering Local Communities: USAID will support a range of programs to involve women in community-based early warning and response planning and activities. Examples include: - In the DRC, USAID supports early warning systems in targeted areas affected by the ongoing conflict and violence, especially as linked to the Lord's Resistance Army (LRA). Systems enable communities to exchange timely information with humanitarian actors on critical needs and conflict developments. Through a Public-Private Partnership with Vodacom, USAID funding partially supports the construction of four low-cost base transmission stations (BTS) in targeted towns affected by violence associated with the LRA. The increased communications options resulting from the installation of these low-cost, BTS systems have both humanitarian and economic benefits for the target populations. ONGOING	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 4.1.5 (cont.)	- In conflict-affected areas of Mindanao, USAID will help establish or strengthen peace and order councils that will have the capacity to develop and support early warning and response mechanisms to conflict; and will develop crisis response planning and management skills. Working with peace and order councils, USAID will ensure that interventions consider gender-specific aspects and vulnerabilities of their approaches and outcomes and promote women's participation on councils. ANTICIPATED	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 4.1.6	Provide diplomatic and development support for women's coalitions working to mitigate conflict and related activity, helping to ensure active participation by minorities and other particularly marginalized women.		
	Empowering Women and Girls to Mitigate Conflict: USAID will support programming that empowers women and girls to participate actively in the prevention and management of conflict. Examples include: - In Somalia, USAID's work in the coming year will support 500 Women's Civil Protection (neighborhood watch) participants across Mogadishu, who will liaise with government, community peace committees, and the police to develop peace and security in their neighborhoods; participants also receive literacy training and paid community service opportunities. ANTICIPATED - In Georgia, USAID activities will promote youth engagement in conflict affected areas, including engagement between Georgians and residents in breakaway regions. Youth, including girls, will work toward shared or common goals, while improving decision-making and leadership skills. Participation in shared assignments and tasks will increase interaction and understanding across administrative boundaries and around areas of academic interest unrelated to the conflict dynamics. Schools, students and teachers will receive support for math, science and technology, environmental education, healthy lifestyles, and civic education programs. As feasible, thematic summer camps will be held each year to bring participants together. This will build on collaborative activities that will take place throughout each year via social media and technology. Participation of girls in these camps will be promoted. Activities will promote supporting young women's information networks and portals and foster links with mainstream media groups; fostering links between young women's NGOs and other civil society organizations, such as human rights advocacy groups, "watchdog" organizations and media outlets; and including gender equality, human rights and responsibilities, discrimination and tolerance as topics in youth education programs. ANTICIPATED - *USAID is planning country-level activities focused on the role of women in land dispute resolution and promoting alternative livelihood opportunities for women. ANTICIPATED	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices
	Working with Women in Transition Environments: DCHA/OTI will identify and work with women's groups and coalitions in post conflict/transition environments to mitigate conflict, prevent violence, and ensure active participation by marginalized groups.	Ongoing	DCHA

	Output	Projected Start/End Date	Implementing Office(s)
Outcome 4.2	Women and girls participate in economic recovery, and have increased access to health care and education services.		
Action 4.2.1	Provide diplomatic and development support to advance women's economic empowerment, including through cash for work programs, increased access to land, credit, and other enterprise support activities.		
	Enhancing the Role of Women in Agriculture: USAID enhances the leadership roles of women in the agriculture sector by improving their leadership opportunities. One program is the new grant (APS), Innovations in Gender Equality (IGE) to Promote Household Food Security, which will support projects that advance women's leadership at all levels of agriculture development in Feed the Future countries in all regions (ANTICIPATED). Another program is the ongoing award-winning program called AWARD, which strengthens the research and leadership skills of African women in agricultural science, empowering them to contribute more effectively to poverty reduction and food security in sub-Saharan Africa. AWARD Fellows benefit from a two-year career development program establishing mentoring partnerships, building science skills, and developing leadership capacity (ONGOING).	Ongoing and Anticipated Activities	Bureau for Food Security (BFS)
	Promoting Economic Empowerment: USAID will implement programs to advance women's economic empowerment in countries affected by crisis and conflict to build a stronger foundation for development and security. Examples include: - In the DRC, USAID targets women as primary beneficiaries of its support to reconciliation and economic development in mining communities through micro-savings, literacy, and empowerment initiatives. ONGOING - In Ethiopia, USAID's Graduation with Resilience to Achieve Sustainable Development (GRAD) project—which assists vulnerable households in chronically food insecure areas of Ethiopia to graduate from safety net assistance, thereby reducing the effects of shocks and humanitarian crises and increasing resiliency—prioritizes and mainstreams gender equity within its activities. As part of crisis prevention activities, GRAD works to build women's resiliency and access to inputs, services, and information as well as linking them to markets and microfinance options to diversify household income sources. The project will avail many alternative livelihoods and encourage women to actively participate and improve their living and economic situations. Furthermore, GRAD promotes gender equity by enhancing women's roles in decision making at the household and community levels through community awareness-raising and dialogue activities. It combines this with identifying male role models to demonstrate equitable household task distribution and decision making. Through this effort, women will be actively involved in crisis prevention and response activities in their communities. ONGOING	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices

	Output	Projected Start/End Date	Implementing Office(s)
Action 4.2.2	Promote access to primary, secondary and vocational education for children and youth in countries affected by violence or conflict, with special incentives for the attendance and retention of girls, taking into account related special protection needs.		
	Increasing Access to Education for Girls Affected by Crisis: USAID endeavors to achieve increased equitable access to education for 15 million children, including girls, in environments affected by crisis and conflict by 2015. Low levels of equitable quality education can foster existing insecurity, whereas increased levels of primary and secondary education may actually reduce outbreaks of violent conflict. Providing safe learning opportunities for children and youth in conflict/crisis-affected environments is critical to increased access; components of USAID supported programming may include formal and non-formal educational activities, teacher training, community engagement, and rehabilitation and construction of infrastructure. Crisis prevention efforts are also a key piece towards improving access to education in these contexts, including supporting change for inequitable policies, providing life skills training for youth, and supporting peace education and violence mitigation programming. Some examples of current and planned programming include: - In Pakistan, USAID's Education programs will offer interventions in education access, facilitating girls' safe participation. Current Education programs will continue to maintain efforts targeting girls' enrollment and retention. - In South Sudan, the Gender Equity through Education (GEE) activity contributes to gender parity among students and teachers and facilitates gender equity in achievement, attitude, and behavior beyond girls' educational experiences.	Ongoing	E3 with relevant regional and functional bureaus, missions, and independent offices
Action 4.2.3	Support women's and girls' increased access to health services, including reproductive and maternal health care.		
	Improving Women's Health to Build Strong Communities: USAID seeks to increase the access of women and girls to health services in crisis and conflict-affected environments, including their ability to make and influence decisions about healthcare and social services management in their communities. Program examples include: - USAID/Nepal's Maternal, Child Health and Nutrition activities empower women and girls in decision making on health and personal matters through literacy and life skill activities. This includes improving their ability to influence local level decisions in health and social service management as well as enhancing their ability to facilitate group meetings, and improve participation in program planning and management. ONGOING - In Afghanistan, USAID supports a social marketing project designed to increase access to and use of quality health products and services by women and children, especially in the rural and underserved areas, through private-sector mechanisms. ONGOING - In Burma, USAID's Shae Thot Program provides humanitarian assistance to communities in Burma, including technical assistance and resources to address critical needs in maternal and child health, livelihoods, food security and water and sanitation, and hygiene. ONGOING	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices

Relief and Recovery

USAID will undertake a range of activities in support of the relief and recovery pillar, including efforts that strengthen and build on our commitment to provide effective humanitarian assistance that meets the needs of men and women, boys and girls; that protects vulnerable populations; and that lays the groundwork for inclusive, sustainable recovery. In Colombia, for example, USAID's

Demobilization & Reintegration programs work with key government institutions to strengthen efforts to prevent sexual exploitation, abuse, and recruitment by armed groups. The programs will expand support to the Government of Colombia on addressing gender issues for demobilization, disarmament, and reintegration (DDR) programs and implement capacity-building activities to strengthen the ability of DDR institutional staff to develop DDR gender workshops and assist disengaged and demobilized women and girls who are victims of sexual abuse.

	Output	Projected Start/End Date	Implementing Office(s)
National Objective 5: ACCESS TO RELIEF AND RECOVERY: The USG will respond to the distinct needs of women and children in conflict-affected disasters and crises, including by providing safe, equitable access to humanitarian assistance.			
Outcome 5.1	Gender and protection issues are explicitly and systematically integrated and evaluated as part of responses to crisis and disaster.		
Action 5.1.1	Promote women's, men's, and children's equal access to aid distribution mechanisms and services, including establishing or strengthening protocols for the safe and equitable delivery of humanitarian assistance.		
	Using Business Processes to Promote Safe and Equitable Access: OFDA and Food for Peace (FFP) have integrated gender and an emphasis on equal access and women's protection into proposal guidance and other procurement processes.	Ongoing	DCHA
	Support for Gender Expertise in Crisis Response: FFP recently awarded the World Food Program (WFP) with funds for a gender surge in the Sahel. The funds will provide immediate and appropriate gender expertise at regional and country levels to assess and document women's access and entitlement to food resources, and what the constraints are to these; they will also support an examination of the field innovations or constraints related to protection of infant and young child feeding and maternal nutrition and health. The funds will support both a surge response as well as the initiation of a longer term strategy for assuring that gender is integrated into country programs.	Ongoing	DCHA
Action 5.1.2	Support capacity building for local and international NGOs and multilateral organizations involved in disaster and crisis response to address the specific protection needs of women and girls, including preventing and responding to SGBV.		

		Output	Projected Start/End Date	Implementing Office(s)
		Local Capacity Building as a Focus of Strategy and Programs: USAID will support a range of activities to build the capacity of local partners to address the protection needs of women and girls in disaster and conflict situations. Examples include: - OFDA will support the capacity building of local and international NGOs in disaster response through trainings based on international best practices for protection. ONGOING	Illustrative Activities (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 5.1.2 (cont.)		- In the Philippines, USAID's new country strategy will include a focus on increasing local management capacity—including that of women in highly vulnerable areas—for the provision of relief and access to gender-responsive humanitarian assistance in disasters and crises in the six conflict-affected areas. ANTICIPATED - In Pakistan, USAID will support capacity building for NGOs to engage in protection interventions in emergency situations, as well as in IDP/refugee camps (e.g. GBV hotlines or helpdesks, designing camps in a way that prevents sexual violence). ONGOING AND ANTICIPATED ACTIVITIES	Illustrative Activities (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices
		Supporting Action Research to Improve Gender Equality: FFP recently awarded funds to support joint WFP/Institute of Development Studies (IDS) action research on gender. The funds will provide support for institutionalization of improved gender approaches in WFP. In this 'Research into Action' program, IDS and WFP field staff will work together to identify and capture innovative ways in which they are already addressing gender issues in their work. Frontline innovations with gender equality will then be documented, analyzed and communicated across WFP; staff will be enabled and supported to apply their learning to their operational practice. The expertise and capacities of frontline staff will be used to develop gender equitable programs tailored to local realities and operational opportunities and challenges.	Ongoing	DCHA
Action 5.1.3	Support access to reproductive health in emergencies and humanitarian settings.			
		Supporting Reproductive Health in Emergencies: OFDA will support the provision of reproductive health services as a core part of emergency health response. These activities include ensuring access to safe delivery services, prevention and treatment for Sexually Transmitted Infections (STI) and family planning according to World Health Organization (WHO) and humanitarian standards.	Ongoing	DCHA
Action 5.1.4	Promote access to education in emergencies consistent with international guidelines and best practices.			
		Education in Emergencies: OFDA will provide support for women and girls' access to education in emergencies.	Ongoing	DCHA
Action 5.1.5	Support measures for the social and economic empowerment of women as part of crisis and disaster response, including support for livelihood activities.			

	Output	Projected Start/End Date	Implementing Office(s)
	Social and Economic Empowerment: DCHA will support activities to advance women's social and economic empowerment across the spectrum of crisis prevention, response, recovery, and transition. For example, OFDA will continue to support economic recovery activities that target women as well as men with culturally appropriate and economically viable livelihoods and all proposed economic recovery and livelihoods activities will be vetted by OFDA for gender equity and protection concerns. FFP will continue to make funding available for the social and economic empowerment of women as part of crisis and disaster response through Title II Emergency and International Disaster Assistance funds. Additionally, in the context of transition initiatives, OTI will continue to support economic recovery and growth activities that target and include women as well as other vulnerable populations as part of reducing community violence and political discord.	Ongoing	DCHA
Action 5.1.5 (cont.)	**Advancing Gender Equality and Combating Discrimination in Crisis Settings:** In Nepal, USAID's Flood Recovery Program, which worked with flood-affected women and children, supported trainings that emphasized the promotion of gender rights and equality, and the prevention and control of human trafficking and discriminatory practices toward youth, women, and vulnerable castes and ethnic groups. COMPLETED	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 5.1.6	Ensure that USG crisis response and recovery teams have access to appropriate gender expertise, such as a designated Gender Advisor, to integrate gender considerations in USG-supported relief and recovery efforts.		
	Access to Expertise: OFDA will ensure that Response Management Teams (RMT) and Disaster Assistance Response Teams (DART) have access to gender and protection focal points to assist in situational analysis, needs assessments, programming and planning. Where appropriate, OFDA will deploy gender and/or protection advisors to the field.	Ongoing	DCHA
	Building Gender Capacity for Crisis Response and Transition: DCHA will establish a roster of gender experts within the Agency to support crisis response and transition efforts, including appropriate competencies and training requirements; following identification of USAID gender experts for the crisis response and transition support roster, OFDA will provide training on gender and protection in humanitarian situations.	Anticipated	DCHA with relevant regional and functional bureaus, missions, and independent offices
Action 5.1.7	Ensure that USAID DART members deployed to crisis situations have been trained on the protection of women and girls in humanitarian operations.		
	Training Disaster Response Personnel on the Protection of Women and Girls: OFDA will ensure that all program-focused staff members participate in the OFDA trainings on protection, including the gender module, so that each individual qualified to serve on a DART/RMT has also been trained on protection issues.	Ongoing	DCHA
Outcome 5.2	Relief and recovery assistance includes enhanced measures to prevent and respond to SGBV in conflict and post-conflict environments.		

	Output	Projected Start/End Date	Implementing Office(s)
Action 5.2.1	Provide support for survivors of conflict, torture, and sexual violence, to include persons with disabilities, their families, and communities, through direct services, including trauma-informed services and sexual and reproductive healthcare.		
	Meeting the Needs of Survivors of Violence: DCHA will provide support for survivors of sexual violence in disasters situations by 1) providing direct services to affected survivors, their families, and communities; 2) training individuals to treat and help restore the functioning of those affected by torture and SGBV; and 3) increasing the level of knowledge and understanding about the effectiveness of treatment and rehabilitation methods.	Ongoing	DCHA
Action 5.2.1 (cont.)	**Programs to Prevent and Respond to SGBV:** USAID will provide support for programs that prevent and respond to SGBV with a focus on the needs of survivors in conflict and post-conflict environments. Examples include: - In the DRC, three comprehensive SGBV projects provide medical, psychosocial, socio-economic, and legal services to SGBV survivors while working with communities to prevent SGBV in Eastern DRC. ONGOING - In Kenya, USAID is providing SGBV survivors with medical and psychosocial support and enhancing the services offered by the Kenyatta National Hospital's GBV recovery center. ONGOING - In Sierra Leone, USAID is collaborating with other donors, implementing partners, and the Government of Sierra Leone to integrate SGBV services in health facilities. ONGOING	Illustrative Programs (see bullets for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 5.2.2	Encourage international organization and NGO partners to provide gender and SGBV training to staff members on existing international guidelines, such as the IASC Guidelines on GBV in Humanitarian Settings, the Sphere Project, and Standards Recommended by the IASC Task Force on Protection from Sexual Exploitation and Abuse (PSEA) in Humanitarian Crises.		
	Capacity Building for Humanitarian Partners: OFDA will support capacity building of local and international organizations on gender and SGBV consistent with international guidelines.	Ongoing	DCHA
	Mission Approaches: USAID/Pakistan, through the Gender Equity Program (GEP), will support victims of SGBV and conflict through appropriate program interventions. Partners implementing these programs will be required to have staff trained on existing international guidelines. ONGOING	Illustrative Activity (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 5.2.3	Make available to the public information and analysis on USG-supported gender-based violence programming in disaster contexts, post-conflict situations, and political transitions in order to promote learning and dissemination of best practices.		
	Sharing Information to Promote Learning: OFDA will make findings from GBV program evaluations funded by the office available to the public. ANTICIPATED	Illustrative Activity (see description for detail)	DCHA
Outcome 5.3	**Reintegration and early recovery programs address the distinct needs of men and women.**		
Action 5.3.1	Support return and reintegration programs for refugees and internally displaced persons (IDPs) that address the needs of female returnees.		

	Output	Projected Start/End Date	Implementing Office(s)
	Addressing the Needs of Internally Displaced Women and Girls: OFDA will ensure that all programs for IDP returnees address the particular needs, vulnerabilities, and capacities of women and girls. In the DRC, for example, in LRA-affected areas of Haut Uélé District, the Kpezu Women's Tailors Association (KWTA) used assistance provided through a USAID grantee to purchase sewing machines, fabric, and basic sewing accessories, enhancing the resiliency of IDP households through the use of tailoring as an income generating activity.	Ongoing	DCHA
Action 5.3.1 (cont.)	**Engaging Women in Mine Risk Education:** In Sri Lanka, USAID's Mine Risk Education and Victims' Assistance program in Northern Province puts particular emphasis on training and promoting the role of women as advocates for mine risk education in order to achieve wider program objectives, and reduce the threat to women and their children. ONGOING	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices
Action 5.3.2	Support demobilization, disarmament, and reintegration (DDR) programs, including sustainable livelihood alternatives that address the distinct needs of male and female ex-combatants and those associated with armed forces in other capacities.		
	Engaging Women in Community Reintegration: *USAID is planning programming focused on women's role in community reintegration efforts with an emphasis on family support, vocational training, and mentoring support of persons reintegrating into communities, and reporting on successes and challenges.	Anticipated	Relevant regional and functional bureaus, missions, and independent offices
	In Colombia, USAID's demobilization and community-oriented reintegration activities, including activities to address the needs of child ex-combatants, will address the harmful effects of violence by improving psychosocial support to victims as well as demobilized ex-combatants. The programs empower women to take on leadership roles, provide assistance and therapeutic services to male and female child ex-combatants and victims of sexual abuse, and work with children at risk of being recruited into illegal armed groups. ONGOING	Illustrative Program (see description for detail)	Relevant regional and functional bureaus, missions, and independent offices

6   The Road Ahead

Through the development of the Implementation Plan, USAID has reflected on broad areas of need and opportunity. The Implementation Plan is not a static document, but one that reflects upon lessons learned to date and lays out a learning agenda that will inform and shape our programmatic and policy priorities going forward. We hope that these highlights prompt discussion and action within the learning community of development practitioners and champions of the principles behind UNSCR 1325 and the U.S. NAP.

- **Role of donor conferences in supporting WPS objectives.** Opportunities such as post-conflict donor conferences provide a critical window for women to shape priorities and decision-making in reconstruction, and to influence the extent to which resources flow towards elevating the status of women and girls.

- **Linking women peace builders at the local level to women engaged in formal negotiations.** Even as we support the participation of women in track 1 and track 2 negotiations, it is critical that these women are connected

Egyptians celebrate at Cairo's Tahrir Square, the epicenter of the popular revolt that drove Presidnet Hosni Mubarak from power after 30 years, Feb. 12, 2011.

Photo Credit: Pedro Ugarte, AFP

to one another; mechanisms are needed to connect the table of formal peace negotiations with the "tables" of women in communities, especially those who have been affected by war and who long for peace.

- **Building women's networks across political, ethnic, religious, or social divides.** International networks supporting women leaders play a critical role in harnessing resources and shaping agendas. Yet it is within countries that networks of women may have the greatest opportunity to advance change. In countries struggling with political, ethnic, religious, or social divides, however, it may be difficult to establish the necessary trust and collaboration. At the same time, there is an opportunity for women's leadership to lay the groundwork for broader societal reconciliation and the healing of divisions.

- **Better prevention and response to GBV.** Multi-sectoral prevention and response efforts that work at the individual, household, community, and national level are essential to addressing GBV. Particularly crucial are efforts to address underlying cultures of violence, combat impunity for perpetrators, and constructively engage men and boys as allies. The forthcoming U.S. National Strategy to Prevent and Respond to Gender-Based Violence Globally complements the efforts of the NAP to support long-term, transformative prevention efforts.

- **Capitalizing on moments of significant change.** As countries emerge from the end of conflict, recover from a disaster, or experience a political transition, gender norms and roles may shift and become more flexible. These moments of transition and change can also be moments of opportunity for advancing gender equality and female empowerment, even while they present challenges and risks. Attention to gender in programming can advance protection and promote broader gender equality goals that help communities build back better and stronger, placing them in a position to achieve long-term stability.

- **Supporting women former combatants and women in the security sector.** The experience of female former combatants is one example of the above; while they face significant challenges, they also bring a new perspective on gender equality to their communities. Engaging with former female combatants and their communities presents a unique opportunity to highlight successful reintegration and promote women's rights and changing roles. Similarly, the presence of women in the security sector – particularly police forces – can provide meaningful role models for female empowerment and provide increased resources for women and girls within the security sector.

- **Addressing gender and women's roles as part of the research agenda on appropriate development responses to violent extremism and insurgency.** Gaps remain in USAID's understanding of violent extremism and insurgency; this includes the role of gender. Women may act as both a potential brake on, as well as a driver of, violent extremism. Some suggest that family ties, and women's roles in families, create psychological barriers for husbands, sons, or other male relatives to join violent extremist groups. Others have asserted that women may serve as motivators for male family members to join, and the role of women as agents of violent extremism remains understudied. Better understanding the role of gender dynamics in this area is fundamental to designing effective development responses to these challenges.

We have learned many lessons through our ongoing work, including the importance of government leadership in creating an enabling environment for advancing gender equality and women's participation and the difficulty of addressing a culture of violence without meaningfully tackling impunity. It is evident from our work that empowering and protecting women and girls must also involve men and boys, as well as influential members of society, including traditional and religious leaders. And in the wake of the momentous changes taking place across the Middle East, USAID is drawing on the critical lessons learned in transition environments—to include women early, holistically, and systematically in the full spectrum of transition assistance.

As we move forward with implementation of the NAP, USAID is committed to examining its work on a regular basis to determine where we have been successful, where we have faced challenges, and how, through the empowerment and protection of women and girls, we can adapt to achieve even stronger results for the betterment of all.