

THE JOINT STAFF
WASHINGTON, DC 20318

Jun 11, 2024

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Department of Defense
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

MEMORANDUM FOR Defense Advisory Committee on Women in the Services (DACOWITS),
ATTN: DACOWITS Members, Washington, DC 20310-011

SUBJECT: Joint Staff Written Response to DACOWITS's Request for Information (RFI) June 2024 RFI 3.1 a-d, in coordination with the Office of the Undersecretary of Defense for Policy (OUSDP)

RFI 3.1.a. Provide the actual DoD gender analysis framework/model and associated DoD Instruction or Chairman of the Joint Chiefs of Staff (CJCS) Instruction used for execution of the gender analysis required by NDAA.

Response 3.1.a. The Department of Defense applies a gender analysis, as appropriate, to improve program design, as described in the Women, Peace, and Security (WPS) Act of 2017 (Public Law 115-68). Section 1210E of the National Defense Authorization Act (NDAA) of Fiscal Year (FY) 2021 authorizes the Secretary of Defense to conduct security cooperation activities with partners, in coordination with the Secretary of State, that further the implementation of the WPS Act by incorporating gender analysis, as described in Women's Entrepreneurship and Economic Empowerment Act of 2018 (Public Law 115-428), and women's participation in defense institutions and national security forces carried out under Title 10, U.S. Code. The DoD gender analysis framework adapts the five domains of analysis described in the United States Agency for International Development Automated Directive System Chapter 205 to establish a gender analysis framework for the DoD aligned with U.S. interagency partners and Public Law 115-428.

A gender analysis is an analytical framework for gathering and systemizing quantitative and qualitative data to identify, understand, and explain gaps between men, women, boys, and girls across different domains of social life, and to examine how these differences should inform DoD operations, activities, and investments (OAI). The five domains of gender analysis, illustrated in Figure 1, include: (1) cultural beliefs and norms; (2) laws, policies, regulations, and institutions; (3) access to assets and resources; (4) gender roles, responsibilities, and time use; and (5) patterns of power and decision-making. Where possible, a gender analysis also seeks to incorporate information from the following cross-cutting areas: (1) sociocultural factors; (2) gender-based violence (GBV); and (3) consultation with local women.

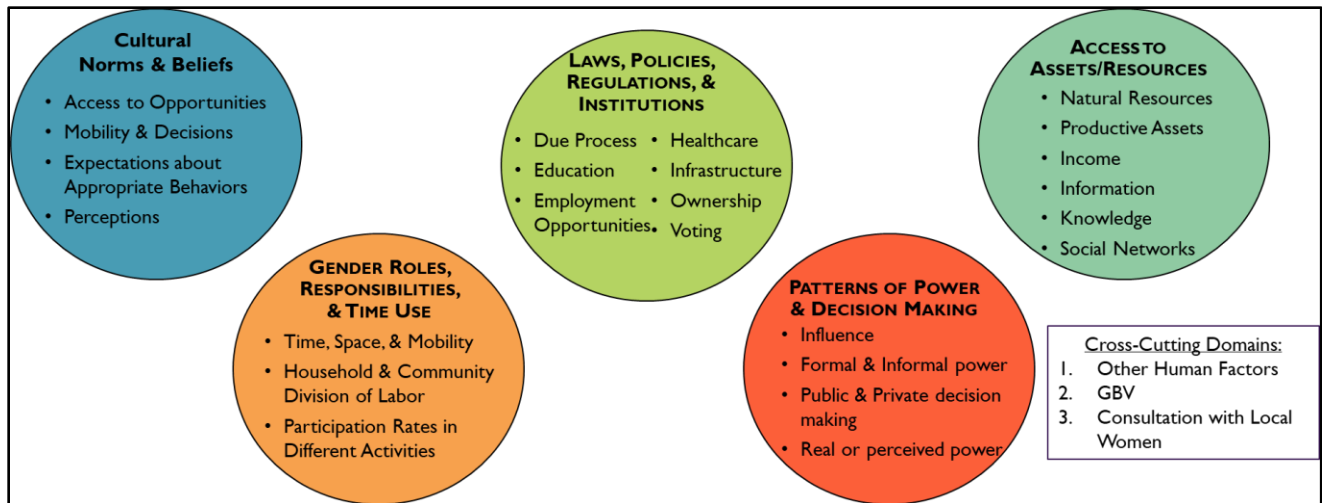


FIGURE 1: Five Domains of Gender Analysis

Information gathered against the five domains provides a more comprehensive understanding of the operating environment. This information is analyzed through a factor, deduction, conclusion model to determine military tasks or actions that may address specific gender considerations identified through the gender analysis. These military tasks or actions are then integrated into relevant planning and operational documents in an effort to improve the planning, program design, or execution of relevant DoD OAI.

The DoD Instruction on WPS and Chairman of the Joint Chiefs of Staff (CJCS) Instruction on WPS are still in draft and are therefore not available for public release.

RFI 3.1.b. Provide reports from OSD/JS/Combatant Command/Military Services which demonstrate the utilization of the gender analysis framework/model following the NDAA requirement, specifically any use of the framework to analyze and assess internal areas of the Defense Department.

Response 3.1.b. As authorized in Section 1210E of the FY21 NDAA, the Joint Staff and combatant commands (CCMDs) have utilized the gender analysis framework described in Response 3.1.a to inform CCMD plans, orders, exercises, operations, and security cooperation in their theaters.

- (1) **Plans, Orders, Exercises.** Multiple CCMDs have integrated gender analysis into their CCMD plans, orders, and exercises to ensure gender considerations adequately inform DoD OAI in their respective theaters. For example, U.S. Northern Command (USNORTHCOM) integrated gender analysis outputs into Integrated Continental U.S. Medical Operations Plans for International Disaster Response contingencies. U.S. European Command (USEUCOM) Theater Campaign Order includes tasks to integrate gender analysis outputs into theater analysis. U.S. Cyber Command integrated requirements for gender analysis outputs into the Annual Campaign Order 2024. U.S. Southern Command (USSOUTHCOM) integrated gender analysis outputs into the

annual TRADEWINDS exercise aimed to increase collaborative capacity to conduct humanitarian assistance and disaster relief operations with partner nations in the Caribbean. U.S. Transportation command incorporated gender analysis outputs into its annual capstone exercise, TURBO CHALLENGE, to train staff on processes for considering gendered needs in mobilization and defense transportation.

- (2) **Operations.** During Operation Allies Welcome, USNORTHCOM command established a concept for gender advisory support to the eight safe havens at DoD installations housing Afghan guests in transition to the U.S. This included conducting gender analyses to: develop advice on gender and related protection issues to military leadership and staff managing the day-to-day operations of the U.S. installations; organize gender- and culturally- sensitive programming for Afghan evacuees at each installation in coordination with interagency and nongovernmental partners; work with military engagement teams to disseminate information and key messages in a gender sensitive way to the Afghan population about programming and resettlement; and ensure that installations followed best practices for gender responsive site management. The After Action Report found that the use of gender analysis during this operation positively influenced the care of the Afghan guests and contributed to their successful resettlement.

USSOUTHCOM integrated gender analysis and objectives into USNS Comfort and USNS Burlington CONTINUING PROMISE humanitarian health mission with 23 deliberate WPS engagements including Gender Based Violence workshops, emotional wellbeing, and leadership skills with partners in their theater.

USAFRICOM leveraged gender analysis outcomes to inform information operations to counter the influence of the People's Republic of China in Africa focused on contrasting PRC's lack of inclusiveness and poor human rights records towards women as a contributing factor to regional stability.

- (3) **Security Cooperation.** In FY21, the Office of the Under Secretary of Defense for Policy (OUSD(P)) integrated WPS requirements within its FY 2023 Guidance for Significant Security Cooperation Initiatives (SSCIs) process to initiate the integration of WPS principles within DoD security cooperation planning and programming processes. OUSD(P) requested that CCMDs conduct gender analyses to support the inclusion of WPS-related activities within SSCI planning. These efforts resulted in the development of the first WPS SSCI, submitted by USINDOPACOM, to develop a regional Gender Advisory Workforce among partner nation militaries in the Indo-Pacific area of responsibility.

CCMDs conduct gender analyses to inform security cooperation programs with partners in their theaters to promote women's participation in partner nation security forces. For example, USEUCOM executed a program in Bulgaria to integrate women into the Bulgarian Armed Forces. USNORTHCOM worked with the Royal Bahamas Defense Force to conduct a gender analysis that resulted in an RBDF Gender Optimization Plan for integrating women into key areas of the RBDF.

RFI 3.1.c. Provide the position description (PD) for a Gender Advisor (include required and desired qualification requirements, rank/paygrade, full time/part time, funded/unfunded billets, expected role/responsibilities, etc.). Ensure the provided information also codifies whether the position is primarily/solely a gender advisor or if this is an additional collateral responsibility.

Response 3.1.c. The following is a summarized example of a position description for a DoD CCMD Gender Advisor (GENAD) hired in FY23:

Major Duties and Responsibilities	<ul style="list-style-type: none"> a. Develops, refines, and implements the CCMD strategic vision for WPS. As the primary and authoritative WPS subject matter expert and advisor to the CCMD senior leadership, develops and promotes a comprehensive, coordinated, and integrate approach to the management of WPS in accordance with U.S. Public Law 115-68; U.S. WPS Strategy; and DoD’s WPS implementation guidance. b. Implements WPS outreach activities, workshop, and/or conferences that integrate command, Joint Operations Area, and intergovernmental organization partners towards end states. This includes reviewing, analyzing data, and recommending metrics that effectively measure the progress of CCMD WPS activities. c. Documents planning and programming decisions in appropriate formats to meet DoD and CCMD requirements. This includes identifying non-standard or emerging operational requirements, assessing impact on assigned programs, developing recommendations related to gender considerations in military operations, activities, and investments. d. Establishes a network of trained Gender Focal Points within the CCMD HQ and subordinate units and acts as support, coach, and reach back for component Gender Focal Points. e. Conducts and coordinates gender analyses to inform theater and functional strategies and competition, crises, and combat plans and operations, in accordance with policy guidance. f. Captures lessons learned and best practices and prepares executive-level documents to report the details and status of Command WPS initiatives to the Joint Staff, OSD, the White House, and Congress. Performs functional follow-up procedures, reporting, and conduct of assessments, as required.
Other Duties	<ul style="list-style-type: none"> a. Undertake TDY assignments, including deployment, both within and outside the CCMD area of responsibility.
Required Qualifications	<ul style="list-style-type: none"> a. Expert knowledge in one or more functional program(s) related to the WPS portfolio (to include such areas as gender-based violence, women’s participation in peace and security processes, and conflict-related sexual violence), strategic planning, change management, and implementation processes.

	<ul style="list-style-type: none"> b. Knowledge of qualitative and/or quantitative methods to assess the effectiveness of programs and policies to improve the management of component’s WPS-related programs. c. Skill in fostering collaborative relationships both within and outside and clearly communicating complex material both orally and in writing. d. Knowledge of WPS guidance and mandates, to including United Nations Council Resolutions 1325 and related resolutions, U.S. legislation, WPS strategy, and DoD WPS guidance. e. Skill in developing mechanisms and navigating organizational processes to institutionalize gender and human security information within an organization’s objectives and mission. f. Ability to develop, organize, manage, and/or conduct complex and ambiguous research studies, present findings, options, and recommendation to the executive-level and to develop and/or implement WPS-related program, education, and training plans, and curriculum and apply gender analysis to national security problem sets and interpret its relevance to U.S. military objectives. g. Education and Training: Joint Staff-certified Operationalizing WPS 100 and 200 courses, or comparable Joint Staff-approved GENAD course provided by a partner military or multilateral organization. h. Must be able to obtain and maintain a Top Secret/Sensitive Compartmented Information security clearance.
<p>Desired Qualifications</p>	<ul style="list-style-type: none"> a. Professional Experience: <ul style="list-style-type: none"> i. Experience in another Gender Advisory Workforce position or comparable experience. ii. Operational Planning Process experience. iii. Experience on a Joint or Combined Staff. iv. Experience in the collaboration with non-military actors. v. Security Cooperation expertise. b. Education and Training: <ul style="list-style-type: none"> i. Joint Professional Military Education Phase I and/or II. ii. DSCU training courses SC-101, SC-151, POE-201, and SC-L036. iii. Advanced degree in the relevant subject matter areas(s), preferably in Gender, Social Work, Social Sciences, International Development, Education, Human Resources, Humanitarian Response.
<p>Additional Details</p>	<ul style="list-style-type: none"> a. Pay scale & grade: GS 14 b. Appointment type: Permanent c. Work Schedule: Full-time d. Security Clearance: Top Secret/Sensitive Compartmented Information security clearance e. Travel required: Occasional travel f. Telework eligible: Yes

RFI 3.1.d. Provide the PD for a Gender Focal Point (include required and desired qualification requirements, rank/paygrade, full time/part time, funded/unfunded billets, location, expected role/responsibilities, etc.). Ensure the provided information also codifies whether the position is primarily/solely a gender focal point or if this is an additional collateral responsibility.

Response 3.1.d. The following are details regarding the roles, responsibilities, and qualifications for a DoD Gender Focal Point (GFP). The GFP role is a collateral duty. Current guidance on roles and responsibilities (reflected below) is detailed in JS Notice 1040 and will be codified in the forthcoming DoD and CJCS Instructions on Women, Peace, and Security.

Major Duties and Responsibilities	<ul style="list-style-type: none"> a. GFPs are Service members, DoD civilians, or contractor personnel who, in a part-time capacity, provide functional advice to leadership and staff on implementing WPS statutory requirements in the planning and conduct of directorate or division-level activities to which they are assigned. b. GFPs ensure gender and other sociocultural factors are identified and integrated in the planning, execution, and assessment processes of the division or directorate to which they are assigned and in accordance with guidance from the CCMD WPS lead or GENAD. This includes: <ul style="list-style-type: none"> i. Advising on integrating WPS statutory requirements into planning, execution, and assessment processes for DoD OAI. ii. Supporting implementation of the WPS statutory requirements in coordination with other Gender Advisory Workforce personnel during steady-state and global contingency operations. iii. Conducting gender analyses in support of OAI executed to fulfill the division or directorate mission with support from Gender Advisory Workforce personnel. iv. Supporting data collection and reporting on WPS statutory requirements. v. Authorization to deploy in support of global contingency operations when required.
Required Qualifications	<p>Minimum requirements for serving as a GFP include successful completion of the Joint Staff-certified Operationalizing WPS 100 course or comparable Joint Staff-approved GFP course provided by a partner military or multilateral organization.</p>
Additional Details	<ul style="list-style-type: none"> a. Pay scale & grade: any b. Appointment type: Temporary c. Work Schedule: Part-time d. Security Clearance: Secret e. Travel required: Occasional travel f. Telework eligible: Yes