

The 1325 Scorecard

United States

CATEGORY	EXPECTED OUTCOME	INDICATORS	YES	NO	SCORE
I. National Importance/ Political Will					
	<p>There is strong political support at the highest levels to integrate gender perspectives in the nation’s foreign and defense policies.</p>	<p>I.1 - Are the principles of WPS/UNSCR 1325 mentioned in the major foreign policy or national security documents?</p>	<p>YES¹</p>		
		<p>I.2 - Does the nation have a National Action Plan (NAP) in support of WPS/UNSCR 1325?</p>	<p>YES²</p>		
	<p>The principles of UNSCR 1325 (2000) and its related resolutions [1820 (2008); 1888 (2009); 1889(2009); 1960 (2010); 2106 (2013) and 2022 (2013)]—also known as the Women, Peace and Security (WPS) agenda—are fully integrated and mainstreamed in foreign and national security policies.</p>	<p>I.3 - Does the NAP mention the Department/ Ministry of Defense (D/MoD) as a principle actor?</p>	<p>YES³</p>		
	<p>Foreign and defense officials recognize the importance of:</p> <ul style="list-style-type: none"> • Participation of women at all levels of decision-making; • Protection of women and girls from sexual and gender-based violence; • Prevention of violence against women through the promotion of women’s rights; • Mainstreaming of gender perspectives in foreign and defense policies. <p>The Department/Ministry of Defense (D/MoD) is a principle and integral player in the implementation of the UNSCR 1325/WPS National Action Plan (NAP).</p>	<p>I.4 - Does the D/MoD have its own action/implementation plan in order to meet its NAP objectives?</p>	<p>YES⁴</p>		
	<p>Specific resources and positions for the implementation of the NAP have been allocated for the D/MoD.</p>	<p>I.5 – Has a budget been allocated for NAP implementation?</p>		<p>NO</p>	
		<p>I.6 – Has a budget been allocated for the D/MoD NAP implementation?</p>		<p>NO</p>	
II. Institutional Policy and Practice					
II.A. Strategy, Plans and Policy	<p>Gender perspectives have been integrated in the major directives and guidance documents related to doctrine, planning, policy, and operations. A gender perspective is introduced in all phases of military operations and missions, and adapted to specific operational contexts.</p>	<p>II.A.1 - Are the principles of WPS/UNSCR 1325 referred to in key documents related to military strategy, plans, and policy?</p>		<p>YES⁵</p>	
		<p>II.A.2 - Are the principles of WPS/UNSCR 1325 integrated into exercises, operations, and other military activities?</p>		<p>YES⁶</p>	

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	Moreover relevant documents highlight the importance of recognizing that women, girls and boys are more vulnerable to sexual and gender-based violence and sexual exploitation and abuse during conflict. Attention is given to provide protection and uphold the freedom of movement of women and girls.	II.A.3 - Is the responsibility for the protection of vulnerable persons (women, girls, and boys) from sexual violence included in military strategic documents, field manuals and other similar publications?	YES ⁷		
	Gender Advisors (GENAD) have been identified, assigned and trained to ensure that a gender perspective is an integrated part of exercises, operations and other military activities. GENADs are deployed as part of the Commander staff at both a strategic and operational level.	II.A.4 - Has a full time gender advisor (GENAD) been appointed in accordance with NATO Bi-SC Directive 40-1?		NO ⁸	
		II.A.5 - Is the GENAD assigned as a member of the commander's staff?		NO	
		II.A.6 - Has the GENAD received training?		NO ⁹	
	Gender Focal Points (GFP) have been identified and assigned to work at the operational and tactical levels to ensure that a gender perspective is fully integrated into the daily activities of the operation.	II.A.7 - Are there Gender Focal Points (GFP) assigned throughout the organization?	YES ¹⁰		
II.B. Training, education and exercises	WPS principles and gender perspectives are fully integrated into the curricula of training and educational activities. Education and trainings include: gender and cultural/social awareness; overview of UNSCR 1325; how UNSCR 1325 relates to operational effectiveness; and sexual violence, including sexual exploitation and abuse. (NATO Bi-SC Directive 40-1, paragraph d, page 9).	II.B.1 - Are the principles of WPS/UNSCR 1325 integrated into the education and training for military personnel at the junior-level (NATO military ranks OF 1-2; OR 2-4)?		NO ¹²	
		II.B.2 - Are the principles of WPS/UNSCR 1325 integrated into the education and training for military personnel at the mid-level (NATO military ranks OF 3, OR 5-7)?	YES ¹³		
		II.B.3 - Are the principles of WPS /UNSCR 1325 integrated into the education and training for military personnel at the senior-level (NATO military ranks OF 4+, OR 8+)?	YES ¹⁴		
		II.B.4 - Are the principles of WPS/UNSCR 1325 integrated into any other training of staff?	YES ¹⁵		
		II.B.5 - Do military personnel receive special training on the protection of vulnerable persons from sexual violence in conflict?	YES ¹⁶		
		II.B.6 - Are the principles of WPS /UNSCR 1325 included in pre-deployment training?	YES		
	Prior to new operations and missions, appropriate training in the principles of WPS/UNSCR 1325 and how to apply a gender perspective have been conducted as	II.B.7 - As a minimum, does pre-deployment training include the following areas in accordance with NATO Bi-SCD 40-1:			

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	prerequisites to successful mission accomplishment. Pre-deployment training includes, at a minimum, each of the elements mentioned in NATO Bi-SCD 40-1.	- the importance of protection, rights and needs of women, men, girls, and boys?	YES ¹⁷		
		- information on how to engage with and increase the participation of local women and how to exchange information with women?		NO	
		- cultural awareness training based on an analysis of gender relation in the area of operations (AO)?	YES		
		- how integrating a gender perspective can serve as a force enabler and increase operational effectiveness of the mission?		NO	
		- an understanding of measures with respect to international law regarding the rights and protection of women and girls, especially civilians during armed conflict?		NO	
		- specific gender training focused on the AO?		NO	
II.C. Gender in the Ranks	Women's equal participation and integration is actively sought and promoted in the national armed forces. Women serve at all ranks and in all disciplines. Women are also deployed in all ranks and disciplines. Countries with a low percentage of women serving have established targets.	II.C.1 - How many women (%) serve on active duty in the military?	14.5% ¹⁸		
		II.C.2 - How many women (%) are deployed in military operations abroad?	10.5% ¹⁹		
		II.C.3 -Are all positions in the armed forces open to women?		NO ²⁰	
		II.C.4 - Do women serve as flag officers (NATO OF 6 or above)?	YES ²¹		
		II.C.5 - Are there target numbers (%) to increase the number of women in the military?		NO	
II.D. Work Environment	The work environment is conducive to the recruitment of women. Special policies such as maternity and paternity leave and other related family policies have been put into place to improve the quality of life for military personnel and enhance recruitment. In addition, there are programs that create a positive climate and environment of trust and respect for all. There is a policy of zero tolerance with regard to sexual harassment, and exploitation and abuse (SEA) either within the services, within missions or against civilians in host nations. Both internal and external sexual exploitation and abuse is addressed.	II.D.1 - Are there human resource policies such as maternity/paternity leave, childcare or family leave policies?	YES ²²		
		II.D.2 - Is there a sexual harassment and sexual exploitation and abuse (SEA) program for protection of military personnel "within" the nation?	YES ²³		
		II.D.3 - Is there a sexual harassment and sexual exploitation and abuse (SEA) prevention program to address SEA of military personnel of another nation or civilians of the host nation (e.g. one military person from a nation sexually assaulting a military person from another nation, or a civilian from the host nation)?		NO ²⁴	
		II.D.4 - Is there gender-specific individual equipment?	YES ²⁵		

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III. Monitoring, Reporting and Evaluation

	Effective monitoring and reporting mechanisms are in place for the nation’s implementation efforts of UNSCR 1325 so as to allow the nation to track how well it is doing, identify problem areas and make changes. The process is transparent and actively involves civil society.	III.1 - Are there national monitoring and reporting requirements?	YES ²⁶		
		III.2 - Are there specific reporting requirements for D/MoD?	YES ²⁷		
		III.3 - Are sex-disaggregated data and lessons learned collected within the D/MoD context?	YES ²⁸		
		III.4 - Is there involvement of civil society in the NAP review?	YES ²⁹		

SCORE TOTAL ____ (Total Possible Points: 171)

¹ The US National Security Strategy (2015) does not mention UNSCR 1325 specifically, but it contains the following comments: “We will continue to lead the effort to ensure women serve as mediators of conflict and in peacebuilding efforts and they are protected from gender-based violence”, which are in line with UNSCR 1325. The White House, *National Security Strategy 2015*, p. 11, accessed on October 6, 2015, https://www.whitehouse.gov/sites/default/files/docs/2015_national_security_strategy.pdf.

² President Obama signed the *The US National Action Plan (NAP)* in December 2011. The White House, *United States National Action Plan on Women, Peace, and Security*, December 2011, accessed on October 6, [www.whitehouse.gov/sites/default/files/email-files/US National Action Plan on Women Peace and Security.pdf](http://www.whitehouse.gov/sites/default/files/email-files/US_National_Action_Plan_on_Women_Peace_and_Security.pdf).

³ The DoD is specifically mentioned in the NAP. *Ibid*, p. 12-22.

⁴ *Department of Defense Implementation Guide for the U.S. National Action Plan on Women, Peace and Security*, outlines specific outcomes and actions for DoD implementation of the U.S. NAP. Department of Defense, *Department of Defense Implementation Guide for the U.S. National Action Plan on Women, Peace and Security*, April 5, 2012, accessed on October 22, 2015, http://lgdata.s3-website-us-east-1.amazonaws.com/docs/3751/1394586/dod_implementation_guide_NAP_2013.pdf. Moreover, the Secretary of Defense Memorandum, *Department of Defense Implementation of the U.S. National Action Plan on Women, Peace, and Security*, April 5, 2012, directs DoD to incorporate the concepts from the US National Action Plan on Women, Peace and Security into programs, policies, and daily activities.

⁵ “Many CCMDs included WPS within their planning and operating documents, specifically Theater Campaign Plans (TCPs), Country Cooperation Plans (CCPs), and a Headquarters Operating Instruction.” Department of Defense, *Department of Defense Annual Report on Implementation of Executive Order 13595 and the U.S. National Action Plan on Women, Peace, and Security*, p. 5, March 30, 2015.

-“USCENTCOM integrated WPS objectives into its 2014 TCP for the first time, providing that ‘USCENTCOM HQ, Components, and [Joint Task Forces] JTFs will plan, conduct, and assess Women, Peace, and Security (WPS) activities in accordance with the DoD Implementation Guide for the U.S. National Action Plan (NAP) on WPS.’ USCENTCOM has included the same language in the draft TCP for 2015.” *Ibid*.

-“In FY 2014, USSOUTHCOM included WPS objectives in its TCP for FYs 2015-2019 within the Defense Institutional Building line of effort, with key tasks that specifically address integrating women into partner nation militaries and ministries of defense (MODs). These tasks include working with Peru, Guatemala, Honduras, El Salvador, and Belize to conduct Subject Matter Expert Exchanges on preventing trafficking in persons (TIP) and protecting women in military operations.” *Ibid*.

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-“In early 2014, USAFRICOM incorporated WPS concepts into its country-specific security cooperation strategies (known as Country Cooperation Plans (CCPs)) for South Africa, Botswana, Senegal, Namibia, and Cameroon.” *Ibid.*

-“In December 2014, U.S. Northern Command (USNORTHCOM) included NAP objectives in a Headquarters Operating Instruction, to be released in FY 2015. This Instruction implements and provides guidance on USNORTHCOM policies and procedures on human rights, WPS, and the law of armed conflict. It assigns related responsibilities to the USNORTHCOM staff, to component and subordinate commanders, and to security cooperation organization chiefs and Senior Defense Officials/Defense Attachés (SDOs/DATTs) in the USNORTHCOM area of responsibility.” *Ibid.*

⁶ In March 2014, Central Accord 14, an annual joint aerial delivery exercise was conducted. It also incorporated SGBV training. *Ibid*, p. 28.

- In August 2014, PACOM GPOI Capstone Training Exercise Garuda Canti Dharma conducted training on the integration of WPS through the use of scenarios addressing women and children hostages. Other topics included SGBV, human rights, and gender equality. *Ibid.*

⁷ In FY 2014, “the US Army Peacekeeping and Stability Operations Institute (PKSOI) incorporated NAP objectives in the final coordinating draft of the Army Techniques Publication (ATP) 3-07.6 Protection of Civilians (POC)” *Ibid*, p. 4.

⁸ There is no documentation to support this indicator. However, the George C. Marshall European Center for Security Studies does have an Academic Gender Advisor. *Ibid*, p. 6.

⁹ While there is no documentation to support the appointment of GENADs, there are some individuals who have received GENAD training. “The Nordic Centre for Gender in Military Operations (NCGM), located in Sweden, provides instruction on integrating gender perspectives into the planning, execution, and evaluation of military operations. During FY 2014, the United States sent six participants to the Center’s Gender Field Advisor Course, which educates personnel to perform as Gender Field Advisors or Gender Advisors in military and peace support operation.” *Ibid*, p. 11.

¹⁰ “The Africa Center for Strategic Studies (ACSS) established a WPS focal point in Fall 2013. The ACSS focal point attends DoD WPS Synchronization Group meetings, works to mainstream gender into all ACSS programs and workshops, tracks research on WPS issues, and works collaboratively with other WPS focal points across the interagency to share lessons learned and best practices.” *Ibid*, p. 13.

¹¹ While there are GFPs, there is no documentation to indicate that they have been provided training.

¹² A course has been created, which can be used to educate personnel at all levels, but there is no indication of a definite plan to systematically integrate this course into military schools. “In April 2014, JS, J7, in coordination with NDU, created a “Gender Awareness 101” course module for use within DoD by military education and training schools, CCMDs, and Military Departments. Following the course, individuals should be able to: (1) understand how gender awareness supports the Chairman’s Desired Leader Attributes (DLAs); (2) recognize that the equal participation of women in all efforts to create and maintain national and international security improves the operational effectiveness of DoD; (3) recognize steps DoD can take to include a gender perspective to prevent conflict and build peace; (4) recognize how modern-day conflicts disproportionately impact women and children; and (5) understand gender terminology and guiding documents on WPS.” *Ibid*, p. 9.

¹³ “In FY 2014, the Air Command and Staff College launched an elective entitled “War, Gender, and the U.S. Military.” The course examines the relationship between women and the U.S. military in the twentieth century, using history and gender analysis to explore the varied and complex relationships between conceptions of gender, war, and military service.” *Ibid*, p. 11.

¹⁴ “The U.S. Naval War College (USNWC) has offered the elective “Femina Militaris” since 2013, which introduces students to the history of women in the military. During the course students analyze and discuss readings, art, and films related to ancient and modern women and their roles in the profession of arms.” *Ibid*, p. 10.

¹⁵ “Beginning in October 2013, USAFRICOM added a WPS briefing to the USAFRICOM Newcomers Orientation Course (ANOC), which is required for all newcomers at the rank of O-6 and below, although many above the O-6 rank attend, including military, GS civilians, and contractors. The WPS briefing aims to provide staff with an awareness of why WPS topics are important through an overview of United Nations Security Council Resolution (UNSCR) 1325 and the NAP. It covers how WPS issues are addressed in USAFRICOM plans, exercises, operations, and engagements, through three lines of effort: training/education, gender mainstreaming, and peacekeeping operations. The briefing also addresses how each directorate and special staff at USAFRICOM can incorporate WPS into their products.” *Ibid.*

-“USAFRICOM also added a WPS briefing to the orientation program for USAFRICOM SDOs/DATTs. The briefing includes a discussion of country-specific WPS issues and successes, as well as suggestions for other areas of WPS implementation. The SDOs/DATTs also receive a copy of the ANOC brief for reference purposes. *Ibid.*

¹⁶ “The Department expanded its work to prevent and protect women and children from sexual and gender-based violence (SGBV) in crises and conflict-affected environments through its training, education, and awareness efforts, including activities such as: a WPS conference with representatives from Africa Global Peace Operations Initiative partner nations and other select stakeholders to develop training tools to mitigate conflict-related sexual violence, hosted by USAFRICOM; including training and instruction on SGBV for the first time in an annual exercise between U.S. military personnel and African militaries. The Department also advanced effective accountability mechanisms designed to address violence against women

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and girls, including through mobile legal seminars conducted by the Defense Institute of International Legal Studies to combat impunity for gender-based violence in the military. *Ibid*, p. 2-3.

¹⁷ “Cultural training, including training on cultural norms and women’s rights, is included in US Navy pre-deployment training for specific countries.” Department of Defense, *2013 Department of Defense Annual Report on Implementation of Executive Order 13595 and the U.S. National Action Plan on Women, Peace, and Security*, p.10.

¹⁸ **Active Duty: Army:** 76,694 women out of 565,463 total (13.6%); **Marine Corps:** 13,677 women out of 201,157 total (6.8%); **Navy:** 53,385 women out of 325,123 total (16.4%); **Air Force:** 63,552 women out of 333,370 total (19.1%); **TOTAL:** 207,308 women out of 1,424,113 (14.5%). Women’s Research and Education Institute (WREI), *Women in the Military*, February 2013, “Table 3 Active Service Personnel by Branch of Service, Officer/Enlisted Status and Sex as of 30 September 2011”, accessed on March 20, 2015, www.wrei.org/WIM2013e.pdf.

¹⁹ UN peacekeeping missions: In 2014, the US contributed approximately 113 personnel (76 police, 5 military experts, and 32 troops) to 6 missions. On average, the 10.5% of the contingent troops, experts, and police that the US contributed to UN peacekeeping missions were women. “Gender Statistics”, The United Nations Peacekeeping, n.d., accessed on March 30, 2015, <http://www.un.org/en/peacekeeping/resources/statistics/gender.shtml>.

²⁰ “The Department of Defense made further progress in implementing policy stemming from the January 24, 2013, rescission of the 1994 Direct Ground Combat Definition and Assignment Rule, which had excluded women from assignments to units and positions whose primary mission is to engage in direct combat on the ground. All Military Departments and the U.S. Special Operations Command (USSOCOM) advanced studies and efforts to validate operationally relevant, occupationally specific, and gender-neutral performance standards. All Military Departments and USSOCOM also continued to study effects of integration from the standpoint of doctrine, training materiel, leadership and education, personnel, facilities, and policy. The Department of Defense also notified Congress of its intent to integrate approximately 28,000 more positions. The Department’s goal remains unchanged: to integrate women into newly opened positions and units as expeditiously as possible, but no later than January 1, 2016.” Department of Defense, *Department of Defense Annual Report on Implementation of Executive Order 13595 and the U.S. National Action Plan on Women, Peace, and Security*, p. 6, March 30, 2015.

²¹ **Female Flag Officers:** women constitute 7.1%. In 2008, an Army woman, Ann E. Dunwoody, was the first woman promoted to the rank of four-star rank. The Air Force and the Navy currently have females in the rank of four star general and admiral, respectively. Women’s Research and Education Institute (WREI), *Women in the Military*, February 2013, accessed on March 20, 2015, www.wrei.org/WIM2013e.pdf.

²² The Career Intermision Pilot & Leave Programs (CIPP) aims to retain members who desire sabbatical time by permitting temporary inactivation from active duty for personal reasons such as child birth and for other reasons such as pursuit of personal growth or education [...] The CIPP provides a one-time temporary transition from active duty to the Individual Ready Reserve (IRR) for a period of one to three years for service members to pursue personal (e.g., childbirth) or professional obligations, while providing a means for their seamless return to active duty. The intent of this program is to retain the valuable experience and training of our Service members, which might otherwise be lost due to permanent separation from the Service. All program participants return to active duty at the end of the period prescribed and will incur a two-month for every one-month of program participation obligated service.” Department of Defense, *Department of Defense Report to the White House Council on Women and Girls*, p. 5-6, September 1 2009, accessed on October 22, 2015, http://archive.defense.gov/pubs/pdfs/DoD_WHC_on_Women_and_Girls_Report_personal_info_redacted_C82A.pdf.

Maternity Policy. Army: Revised their policy in mid-2008 to provide female Soldiers a 6-month deferment. Previous policy granted a 4-month deferment;

Air Force: Defers female Airmen from deployment for 4 months after the birth of a child. Air Force is evaluating whether to extend to 6 months;

Navy: USN revised its policy in mid-2007 to direct that female Sailors are provided a 12-month deferment. Previous policy granted 4 months.

Marines: Revised its policy in mid-2007 to direct that female Marines not be transferred to deploying units for up to 6 months after delivery. Previous policy granted a 12-month deferment.

Paternity Policy. In 2009, the Department of Defense has authorized paternity leave for married Soldiers on active duty to include Title 10 and Title 32 active guard and reserve guard duty. The leave cannot exceed 10 days and must be taken consecutively and is a non-chargeable leave. Department of Defense, *DoD Report to the White House Council on Women and Girls*, September 1, 2009, accessed on October 22, 2015, http://archive.defense.gov/pubs/pdfs/DoD_WHC_on_Women_and_Girls_Report_personal_info_redacted_C82A.pdf. “ALARACT 062/2009 ARMY GUIDANCE FOR PATERNITY LEAVE AUTH BY DUNCAN HUNTER NATL DEF AUTHORIZATION ACT FOR FISCAL YEAR 2009 (PUB L. 110-417), DTG 101547Z MAR 09”, n.d., accessed on October 26, 2015, <http://ssitoday.armylive.dodlive.mil/files/2014/03/ALARACT-062-2009-PATERNITY-LEAVE1.pdf>.

²³ “The DoD Sexual Assault Prevention and Response Strategic Plan (SAPR Strategic Plan) is a multidisciplinary approach with initiatives in five lines of effort:

- **Prevention:** The Department consistently and steadily augmented the depth and breadth of its approach to the prevention of sexual assault. In 2014, the Department revised its prevention strategy with the assistance of the Military Departments and the National Guard. The 2014-2016 Department of Defense Sexual Assault Prevention Strategy provides a unified plan across the Department at all levels, and identifies commanders as the center of gravity for promoting prevention and safety. Additionally, the new strategy provides a roadmap for the delivery of consistent and effective prevention strategies and initiatives through empirically based practices.

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<p>- <u>Investigation</u>: DoD published a policy for the Special Victim Investigation and Prosecution (SVIP) capability in February 2014. The SVIP capability improves investigative sufficiency by requiring a collaborative approach from the initial investigative response. The assigned Military Criminal Investigative Organizations (MCIO) investigator must be knowledgeable of SVIP priorities and closely interact with assigned specially trained judge advocates, DoD Sexual Assault Response Coordinators, Sexual Assault Prevention and Response Victim Advocates, Family Advocacy Program managers, and domestic abuse victim advocates during all stages of the investigative and military justice process.</p> <p>- <u>Accountability</u>: Among the improvements in the accountability line of effort, Section 1745 of the National Defense Authorization Act for FY 2014, enacted on December 26, 2013, required personnel records to be annotated if a Service member was convicted by a court-martial, received non-judicial punishment, or received adverse administrative action for a sex-related offense. Whenever the Service member transfers into a new unit, the new commander must then review this information.</p> <p>- <u>Advocacy/Victim Assistance</u>: As a means to provide advice and advocacy, as well as to empower victims to participate in the justice system, the Department created the SVC/VLC program. SVCs are Military Service judge advocates who provide independent legal advice and representation to victims of sexual assault, protecting their rights and empowering them to navigate the military justice system. These specialized attorneys are assigned to victims to represent the rights of the victim and act independently of the prosecutor. Section 1716 of the National Defense Authorization Act for FY 2014, required SVC programs across the Department of Defense, ensuring the requisite funding and resourcing to sustain the capability.</p> <p>- <u>Assessment</u>: Given the great interest in information about the outcome of sexual assault cases, the Department created a centralized case disposition module to streamline the capturing and reporting of case outcomes across the Military Departments. Implemented by the Department of Defense in FY 2014, this enhancement enables Service legal officers to validate subject case dispositions entered by Sexual Assault Response Coordinators, track subject case outcomes, and record subject punishment information as applicable. The Department aggregates and analyzes this data to support Department metric and non-metric information, and inform SAPR policy. This module also assists in the reporting of the several thousand case synopses appended to the Department's Annual Report to Congress each year, as required by legislation." Department of Defense, <i>Department of Defense Annual Report on Implementation of Executive Order 13595 and the U.S. National Action Plan on Women, Peace, and Security</i>, p. 7-8, March 30, 2015.</p> <p>²⁴ There is no documentation to support this indicator.</p> <p>²⁵ In the summer of 2013, the US Army was scheduled to field a new type of body armor designed for women, which would be shorter in the torso with more customized adjustments for the female form.</p> <p>²⁶ There is a national requirement as stated in the <i>2013 Department of Defense Annual Report on Implementation of Executive Order 13595 and the U.S. National Action Plan on Women, Peace, and Security</i>, Department of Defense.</p> <p>²⁷ "The Department's monitoring and evaluation matrix outlines the outcomes and actions listed in the NAP and assists in mapping implementation activities. In FY 2014, DoD refined the matrix to elicit more complete data to enable a thorough assessment of successes, obstacles, and gaps, by including questions designed to measure progress of implementation efforts." Department of Defense, <i>Department of Defense Annual Report on Implementation of Executive Order 13595 and the U.S. National Action Plan on Women, Peace, and Security</i>, p. 13, March 30, 2015.</p> <p>²⁸ "ACSS collects data on the gender of academic program participants and includes this data in the program after-action evaluation reports that are reviewed by ACSS leadership and faculty." <i>Ibid.</i></p> <p>- "In order to monitor student population diversity, the GCMC tracks and evaluates the gender demographics for all resident courses and makes the data available on the Regional Center Persons Activity Management System." <i>Ibid</i>, p. 14.</p> <p>- "USSOUTHCOM collects course and deployment data, disaggregated by gender, for all Global Peace Operations Initiative (GPOI) partner nation activities to gain awareness of the current state of gender integration in GPOI partner peacekeeping activities and to demonstrate to partner nations the importance of gender integration. Challenges in obtaining Training Activity Reports from all partner nations, however, have affected the collection of comprehensive data." <i>Ibid.</i></p> <p>- "In August 2014, PKSOI developed a Stability Operations Lessons Learned and Information Management System (SOLLIMS) Sampler that consolidates WPS lessons learned to inform strategic guidance and planning. This was the first SOLLIMS to address WPS and is available to the global peace and stability operations community through a website." <i>Ibid</i>, p. 16.</p> <p>- "Additionally, during FY 2014 PKSOI researched and compiled lessons learned from Female Engagement Teams (FETs) for use by DoD military and civilians." <i>Ibid.</i></p> <p>²⁹ The U.S. Civil Society Working Group on the National Action Plan on Women, Peace and Security (CSWG) has been consulted. DoD also has membership in the CSWG. In a letter to President Obama (dated March 10, 2015), the CSWG also requested that involvement of the group be formally recognized in the NAP.</p>					