



Public Security Directorate



GENDER MAINSTREAMING STRATEGY AND IMPLEMENTATION PLAN FOR THE PUBLIC SECURITY DIRECTORATE IN JORDAN

2021-2024



اللجنة الوطنية الأردنية
لشؤون المرأة
The Jordanian National
Commission for Women

Canada



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LIST OF ABBREVIATIONS

AWP	Annual Work Plan
CAF	Canadian Armed Forces
CDD	Civil Defence Directorate
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSO	Civil Society Organisations
CBO	Community Based Organisations
DCAF	Geneva Centre for the Democratic Control of Armed Forces
FPD	Family Protection Department
FWA	Flexible Work Arrangements
GBV	Gender-based Violence
GCC	Gender Co-ordination Committee
GDG	General Directorate of Gendarmerie
GENAD	Gender Adviser
GFP	Gender Focal Point
GMP	Gender Mainstreaming Policy
GMS	Gender Mainstreaming Strategy
GoJ	Government of Jordan
GSA	Gender Self-Assessment
IGC	International Gender Champions
JNCW	Jordanian National Commission for Women
JONAP	Jordanian National Action Plan on the implementation of UNSCR 1325 Women, Peace and Security 2018-2021
JRP	Jordan Response Plan for the Syria Crisis (2020-2022)
MCC	Male Champions of Change
MoE	Ministry of Education
MoHE	Ministry of Higher Education
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NCHR	National Centre for Human Rights
NSW	National Strategy for Women (2020-2025)
POTC	Peace Operations Training Centre
PSD	Public Security Directorate
TNA	Training Needs Analysis
TOR	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNSCR	United Nations Security Council Resolution
WPS	Women, Peace and Security

FOREWORD

Gender equality for all is a key priority of the Public Security Directorate, and critical to ensuring we provide gender-responsive police, security, and humanitarian services.

PSD plays an important role in strengthening the security and stability of Jordan, and protection of its citizens and communities. These duties are carried out in accordance with Article (4) of Amending Law to Public Security Law No (14) of 2020. PSD's strategic vision is to be an efficient and modern security institution, providing services to the highest professional standard that complies with international best practices.

To do this effectively, we must also promote gender equality and ensure that all public security services meet the needs of all the community: women, men, girls, and boys. This requires us to be cognisant of, and remove, obstacles to women's full and meaningful participation in the security sector. In this regard, the Jordanian National Action Plan (JONAP) for the Implementation of UN Security Council Resolution 1325 on Women, Peace and Security 2018-2021, provides a sound roadmap to address any existing barriers and to ensure equitable access for women to all roles, education, training, and opportunities. Women's representation in senior leadership roles is a key principle of gender equality and is necessary to ensure sound and effective decision-making. Equally, their improved participation across all roles and in peacekeeping will contribute to more effective operations, both locally and overseas.

JONAP has provided PSD with a unique opportunity to transform development and planning approaches and mechanisms, to ensure equality of opportunity and the empowerment of women. To achieve gender-responsiveness and the meaningful participation of women in the security sector, we must create the enabling environment through strong leadership commitment and accountability with the support of JONAP.

To this end, the Gender Mainstreaming Strategy for the Public Security Directorate 2021-2024 that is focusing on three main goals to strengthen the institutional approach to achieving full gender equality:

Strategic Goal 1: Create an enabling environment and culture that enhances gender equality

Strategic Goal 2: Embed gender equality and gender-responsive strategies, based on the needs of women and men in PSD, in employment policies and practices

Strategic Goal 3: Ensure robust internal and external oversight of gender mainstreaming outcomes.

And the Implementation Plan have been developed to address the outcomes sought by the JONAP.

PSD vision for this Strategy is for PSD to be a world leading Arab public security service in the practice of gender mainstreaming, building gender capability and capacity, and promoting the advancement of women across all Public Security Directorate services as it is considered the cornerstone of the integration of gender in the security and police work, including the improvement and refinement of the skills of staff and upgrading the level of performance in order to reach the specified goals efficiently and effectively, and to achieve the vision and message of PSD in maintaining more secure and stable Jordan.

Major General Hussein AlHawatmeh
Director of Public Security Directorate of Jordan

EXECUTIVE SUMMARY

1. This Gender Mainstreaming Strategy 2021-2024 (GMS) of Public Security Directorate (PSD) is a security sector policy framework relevant to the Kingdom of Jordan's current efforts to support national and regional security and stability. The Strategy provides a road map to ensure that global commitments on Women, Peace and Security (WPS) and gender equality translate into concrete actions in line with the national priorities such as National Action Plan for the implementation of United Nations Security Council Resolution 1325 (2000) on Women, Peace and Security 2018-2021 (JONAP), National Strategy for Women 2020-2025¹, Gender Mainstreaming Policy, Jordan Response Plan for the Syria Crisis 2020-2022² and Comprehensive National Plan for Human Rights 2016-2025.

2. The objective of the GMS is to strengthen and institutionalise gender mainstreaming as a key component of the security sector's strategies, policies, and operations to achieve gender-responsiveness and meaningful participation of women in the security sector and in peace operations. The Government of Jordan (GoJ) has demonstrated the senior decision-making level commitments and national ownership towards increasing women's full participation in peace, stability, and security in the country. Jordan is a leading country that has integrated gender aspects into security sector reform to promote women's recruitment, retention, and advancement in leadership positions and on various ranks and adopting the GMS is one of the examples of its leadership and strong national ownership for implementation of WPS agenda moving forward.

3. The Strategy reflects on the efforts by the PSD to actively implement gender mainstreaming initiatives since the adoption of the JONAP 1325. PSD's initial gender mainstreaming efforts were outlined in their Annual Work Plan (AWP) for the period 2019-2020, under the Memorandum of Understanding between the PSD and UN Women, and supported by five key international partners – Canada, Finland, Norway, Spain, and the United Kingdom. The AWP was designed to strengthen institutional capacity development on gender-responsive security sector reform. The AWP is focused strongly on capacity building of staff and the institution to undertake gender mainstreaming activities, as well as preliminary measures to increase women's participation. These activities are consistent with national priorities and frameworks on gender equality adopted by the GoJ in 2020.

4. The strategy is also informed by the findings of a Training Needs Analysis (TNA) conducted by PSD in early 2020, and a Gender Self-Assessment (GSA) completed in September 2020. The purpose of the TNA was to assess the gaps in the capabilities of the PSD to lead implementation of the JONAP 1325 and AWP and to undertake gender mainstreaming activities in the workplace, and to address the development of specific gender training. The TNA identified the need for an organisational culture that reinforced gender mainstreaming as a core policy approach. The GSA was conducted in line with the international best practise guide by the Geneva Centre for Democratic Control of Armed Forces and adopted to the local context and needs of PSD. The special GSA tool was designed to assess and provide a snapshot of PSD's gender responsiveness.

1. The Jordanian National Commission for Women's five-year national strategy for women. Its vision is to ensure a society free of "all forms of gender-based violence and discrimination", in which women and girls realize their full human rights and have equal opportunities to achieve inclusive and sustainable development.

2. Ministry of Planning and International Cooperation. (2020). Jordan Response Plan for the Syria Crisis 2020-2022. Retrieved from <http://www.jrp.gov.jo/Files/JRP%202020-2022%20web.pdf>.

5. As a result of these efforts in 2020, the GMS has been developed with thirty one recommended activities underpinned by three over-arching strategic goals. These goals, and proposed activities are as follows:

a. Strategic Goal 1: Create an enabling environment and culture that enhances gender equality. This includes structural enhancements such as trained staff; accessible childcare services; robust monitoring and evaluation mechanisms; as well as commitments to women's participation and leadership through strategic mission statements, specialised training for women, and gender awareness training for all staff.

b. Strategic Goal 2: Embed gender equality and gender-responsive strategies, based on the needs of women and men in PSD, in employment policies and practices. This goal recommends enhancements to recruitment, promotion and retention systems, and departmental performance indicators, to ensure greater participation by women; review of Codes of Conduct; conducting a Workforce Structure Review to increase women's access to roles; setting targets for women's recruitment, participation, leadership roles, and peacekeeping; creating mentoring, networking and leadership programs to support women in their careers; and addressing any infrastructure barriers to women's participation.

c. Strategic Goal 3: Ensure robust internal and external oversight of gender mainstreaming outcomes. Goal three is focused on ensuring commitment and oversight to gender mainstreaming activities through the adoption of an annual report on women's participation across the life cycle of service (from recruitment to separation); appointing male and female senior officers as gender champions; ensuring institutional collaboration with the community and civil society.

6. Overall, while PSD has already made significant progress, the GMS provides the roadmap for PSD to examine its policies, programs, and strategies to ensure they are responsive to the needs of both women and men and deliver non-discriminatory pathways for both women and men to progress and be promoted to senior levels. In doing so, PSD will be well placed to meet its obligations to national gender equality provisions and ensure gender-responsive services to the community.

GENDER MAINSTREAMING STRATEGY

1. BACKGROUND

1.1. The Public Security Directorate's (PSD) Gender Mainstreaming Strategy (GMS) aims to institutionalise gender mainstreaming as a key policy component of the security sector's implementation of the Government of Jordan's national priorities such as Jordanian National Action Plan on Women, Peace and Security 2018-2021 (JONAP), National Strategy for Women 2020-2025 (NSW), Gender Mainstreaming Policy (GMP), Jordan Response Plan for the Syria Crisis 2020-2022 (JRP)³ and Comprehensive National Plan for Human Rights 2016-2025. In partnership with the PSD and Jordanian National Commission for Women (JNCW), and with support of five key international partners – Canada, Finland, Norway, Spain and the United Kingdom, UN Women provided technical and financial support for security sectors⁴ in Jordan to ensure holistic implementation of the JONAP's four priorities areas and enhance the participation of women in peace and security.

1.2. JONAP affirms the requirement to create a culture or enabling environment to encourage men and women personnel in security sectors to integrate gender perspectives in all strategic, operational, and tactical levels and tasks, and to promote women's entry into security sectors, including all forces such as police, civil defence, and Gendarmerie. An enabling environment in this context means ensuring the following: that there are no obstacles for women to enter, advance and lead in the security sector, that the needs and priorities of women are met, that equitable access and opportunities in the security sector are available to women, and that senior leadership demonstrates visible support for women's advancement⁵. Such an environment will enhance the operational effectiveness of police, facilitate the entry and retention of women in security sector jobs, and support women's performance and access to leadership positions.⁶

1.3. The JONAP is underpinned by Annual Work Plans (AWP) outlining each security sectors' activity aligned with JONAP Strategic Goals. The AWP are designed to strengthening institutional capacity development on women, peace, and security (WPS) issues and gender-responsive security sector reform in support of **JONAP Strategic Goal 1: Achieve gender-responsiveness and meaningful participation of women in the security sector and in peace operations.** AWP activities have focussed strongly on capacity building of staff and the institution to mainstream gender as a technical capability. These have included: developing the oversight and implementation committees and technical working groups; creating a gender office and appointing gender focal points; conducting awareness sessions on gender mainstreaming; developing a training course for gender focal points; creating Monitoring and Evaluation (M&E) mechanisms; and measures to increase women's participation in the security sector and in peacekeeping.

1.4. The PSD AWP was reinforced by a study visit by PSD personnel to the Nordic Centre for Gender in Military Operations in Sweden, in September 2019, to share best practices on gender mainstreaming in the security sector. The Jordanian delegation also included members of the Jordanian Armed Forces, the General Directorate of the Gendarmerie (GDG), and the Civil Defence Directorate (CDD). Meetings were held with the Swedish Ministry of Defence, the Swedish International Development Agency, the Swedish Armed Forces, the Swedish Police, and the Stockholm International

3. Ministry of Planning and International Cooperation (OPIC). (2020). Jordan Response Plan for the Syria Crisis 2020-2022. Retrieved from <http://www.jrp.gov.jo/Files/JRP%202020-2022%20web.pdf>.

4. Jordanian Armed Forces (JAF) and Public Security Directorate (PSD).

5. Based on the Outputs for JONAP Outcome 1.1.

6. PSD Annual Work Plan 2019-2021, p.2.

Peace Research Institute, to discuss how the security and military sectors can integrate comprehensive gender-responsive policies and practices which are inclusive of the WPS agenda.⁷

1.5. The primary purpose of the gender mainstreaming in PSD is to undertake a selected set of activities aimed at institutionalising knowledge, skills, and attitudes towards gender mainstreaming in all peace and security efforts to achieve JONAP Strategic Goal 1. Preliminary efforts have provided an opportunity to strengthen and build upon existing activity and leadership in these areas. This has included the use of gender mainstreaming in all peace and security efforts as a tool for improving gender equality and women's participation in the security sector; increasing the security sector's responsibility to implement international commitments and policy on gender, gender equality and WPS; and increasing the security sector's awareness and understanding of the importance of gender in sustainable peace and security efforts, and in maximising operational effectiveness.

1.6. Training Needs Analysis. In early 2020, with UN Women Jordan's support, PSD conducted a Training Needs Analysis (TNA) to identify the gaps in the capabilities of gender office staff to lead implementation of the JONAP and AWP, and to undertake gender mainstreaming activities in the workplace. The objective of the TNA was to assess institutional (staff) knowledge of gender issues and concepts, and their ability to integrate gender perspective, to better tailor training to their identified needs. Its purpose was solely to guide capacity assessment and development, and training, on gender mainstreaming.

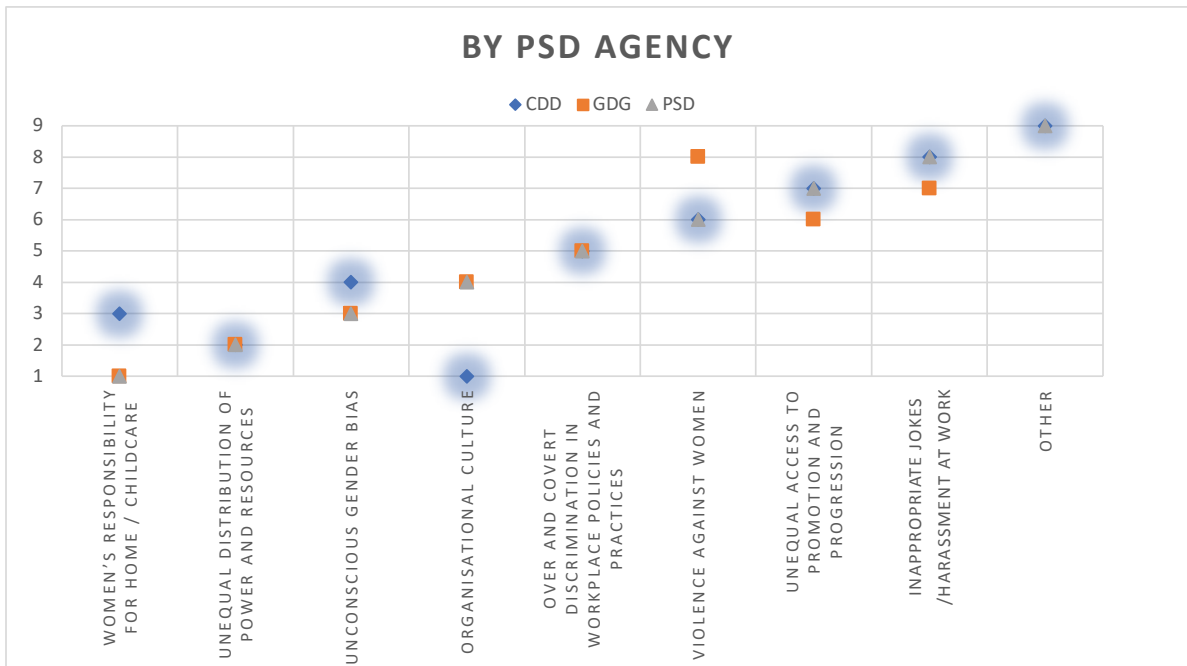
1.7. 1,144 respondents (54% female, 46% male) took part in the TNA survey from security sectors in December 2019 and 55.24% of males surveyed and 69.63% of females surveyed held a positive perception of women's entry, advancement and leadership in the security sector. The findings revealed that less men than women in security sector supported women's participation in peacekeeping missions, specifically 28.65 % of males surveyed and 69.45% of females surveyed held a positive perception of women's deployment in peace operations and international missions.

1.8. The findings of the TNA identified the need for an organizational culture that reinforces gender mainstreaming as a core policy approach; flexible gender roles / stereotypes, e.g., shared responsibility for home/childcare; the equal distribution of power and resources; anti- discrimination in workplace policies and practices; respectful and gender-sensitive behaviour and language between, and to, colleagues in the workplace; and the equal valuing of women and men.

The TNA specifically highlighted the issues that PSD staff perceive reinforces gender inequality or gender roles, and these are shown in **Figure 1** ranked in order of importance for each Force.

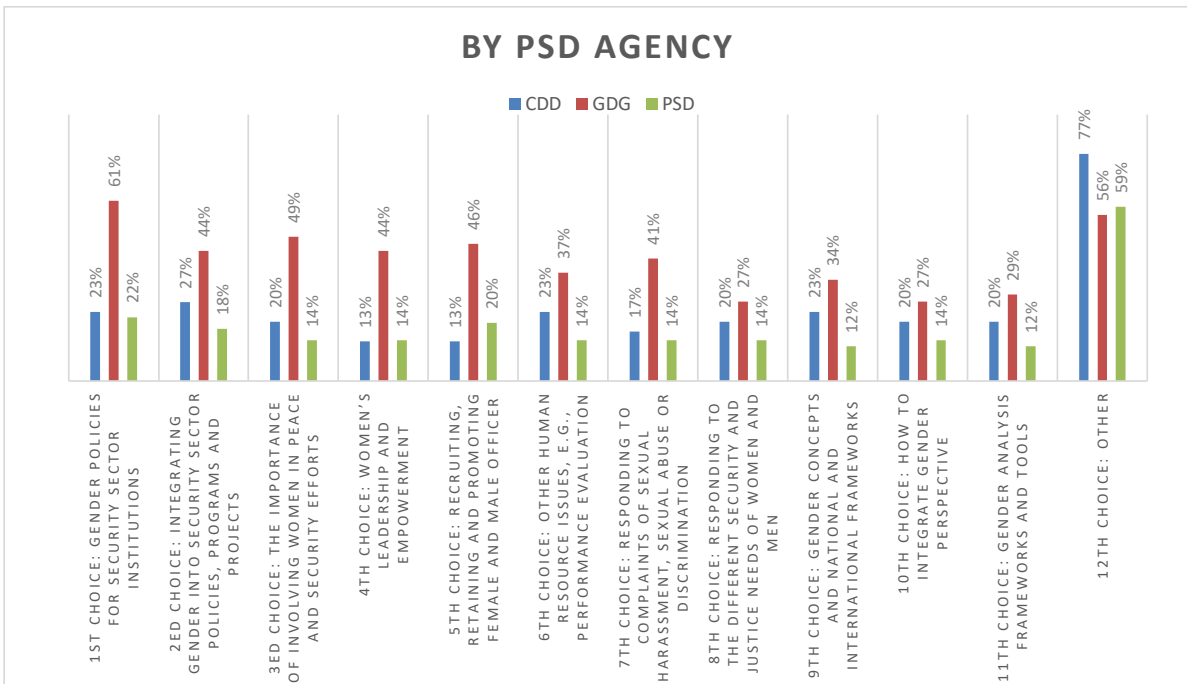
7. UN Women Jordan. (2019). Jordan security sector agencies visit the Nordic Center for Gender in Military Operations to share good practices on gender mainstreaming into security sector reform. Retrieved from <https://jordan.unwomen.org/news/stories/209/october/jordan-security-sector-agencies-visit-the-nordic-center-for-gender-in-military-operations>.

Figure 1. Issues in PSD That Are Perceived to be Reinforcing Gender Inequality and Gender Roles – Ranked in order of Importance by PSD Directorate.



1.9. In addition, the TNA ranked in order of importance for PSD, the gender issues that training would address. **Figure 2** demonstrates the individual rankings for each PSD forces for the choices ranked in level of importance.

Figure 2. Breakdown of Proportion of Importance by PSD Directorate.



8. Conducive to women's entry, advancement, and leadership.

9. DCAF. (2011). Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector (Geneva: DCAF, 2011).

1.10. **Gender Self-Assessment.** PSD, with the technical support of UN Women, to strengthen institutional capacity development on WPS, developed a Gender Adviser (GENAD) / Gender Focal Point (GFP) course which was piloted with PSD gender staff in August 2020. The Training Framework for the course included Learning Objectives that reflected the TNA outcomes. As a result of the Gender course, PSD Gender Office staff gained the capability, skills and confidence to conduct a Gender Self-Assessment (GSA) (or 'gender audit'), as required by Outcome 1.1 of the JONAP.⁸

1.11. In this regard, JONAP proposed the conduct of a gender audit to determine the following: whether changes were needed to human resource policies to positively impact women; what training women required to enter, advance and lead; steps that senior leadership could take to improve women's advancement; and development of clear recommendations and an action plan to facilitate improved women's participation.

1.12. The PSD GSA, using an international best practice format developed by the Geneva Centre for Democratic Control of Armed Forces (DCAF)⁹, was conducted by the PSD Gender Office in September 2020, against the six themes of: (A) performance effectiveness; (B) laws, policies, and planning; (C) community relations; (D) accountability and oversight; (E) personnel; and (F) institutional culture.¹⁰The GSA is a snapshot of an institution's gender responsiveness, and PSD's response identified some areas for improvement or enhancement

1.13. The outcomes to the GSA have informed the development of the GMS and Implementation Plan.

2. INTRODUCTION

2.1. The Gender Mainstreaming Strategy (GMS) and its Implementation Plan (**at Annex A**) has been developed by PSD to strengthen and institutionalise gender mainstreaming as a key component of the security sector's strategies, policies, and operations to achieve gender-responsiveness and meaningful participation of women in the security sector and in peace operations. It is informed by the elements of the organisational culture identified by the TNA, along with the gender issues ranked as important for any gender training to address, as well as the findings and recommendations of the GSA (at **Annexes B** and **C** respectively). The GMS outlines how PSD can build on its organizational strengths and improve in areas where the Directorate could be more gender responsive.¹¹Definitions for the gender terms used throughout the GMS are at **Annex D**.

2.2. Goal.

The goal of gender mainstreaming strategies is four-fold: (1) to increase women's participation; (2) to provide more equitable access to resources, programs, and services; (3) to improve practical benefits for women; and (4) to progress gender equality.¹²A GMS that meets this goal aims to achieve the following elements of best practice, gender-responsive security:

- a. service-oriented and focused on crime prevention in partnership with communities;
- b. crimes are treated seriously and dealt with sensitively, in co-ordination with support services;
- c. services are diverse- including humanitarian and community services with women featuring prominently;

10. As outlined in DCAF. (2011). Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector. (Geneva: DCAF, 2011).

11. DCAF, 2011, p.14.

12. Asian Development Bank. (2013). Preparing a Project Gender Action Plan. Tip Sheet No.2. Retrieved from <https://www.adb.org/sites/default/files/institutional-document/34132/files/tip-sheet-2-preparing-gender-action-plan.pdf>.

13. DCAF, OSCE/ODIHR, UN Women. (2019b). Policing and Gender. Gender and Security Toolkit. Geneva: DCAF, OSCE/ODIHR, UN Women. P.17-19.

d. organizational culture and management value diversity, equality and inclusion, and model positive masculinities;

e. strong, effective, independent oversight is welcomed.¹³

2.3. General principles.

GMS are guided by general principles that provide a strong framework for effective action. These can include:

a. A key gender mainstreaming tool and mechanism for ensuring gender-inclusive design and implementation of policies, programs, and projects.

b. Gives visibility to and accountability for gender mainstreaming. They make gender mainstreaming tangible and explicit in program and project design and implementation.

c. Includes targets, special measures, activities, and design features to address gender-equality issues, and to facilitate women's involvement in, participation in, and tangible benefits from the policies, programs, and projects.

d. Provides a road map for project implementation, monitoring, and evaluation.

e. Helps to deliver practical benefits to women and facilitate strategic changes in gender relations.¹⁴

Table 1 outlines the elements of a good-quality GMS.

Table 1. Elements of a Good-Quality GMS¹⁵

Elements of a Good-Quality GMS
Based on sex-disaggregated data and detailed gender analyses, which identify key gender inequalities and constraints.
Includes clear, realistic, and appropriate targets for women's participation and benefits based on sex-disaggregated baseline data.
The M&E framework includes time-bound, gender-responsive performance monitoring indicators.
Simple with clear actions.
Understood and fully owned by executing and implementing departments with outlined responsibilities and implementation timeline.
Is properly resourced with gender expertise and budget allocation, and gender capacity building for executing and implementing departments

2.4 The GMS illustrates the PSD's commitment to advancing gender equality and the WPS agenda across all its operations, programs, and activities. It is complementary to the JONAP and specifically addresses gaps and deficiencies that may inhibit women's full and meaningful participation and representation in PSD. Consistent with international best practice and innovative approaches, there are several pathways to better facilitate the incorporation of a gender perspective to ensure that activities in the GMS contribute to, and promote, broader gender equality goals (DCAF, 2019a, p.27). These pathways are outlined in Table 2.

14. ADB, 2013.

15. Adapted from DCAF (2011) and ADB (2013).

16. DCAF, OSCE/ODIHR, UN Women. (2019a). Security Sector Governance, Security Sector Reform and Gender. Gender and Security Toolkit. Geneva: DCAF, OSCE/ODIHR, UN Women. P. 27-37.

Table 2. Pathways to Advancing Gender Equality and Gender Perspective

Pathway	Best Practice and Innovative Approach ¹⁶
1	Defining security needs in an inclusive, gender-responsive manner. Key elements of this pathway include directly engaging with communities in a participatory manner; and creating processes to allow diverse voices to be heard.
2	Policy frameworks for integrating gender equality into security governance. Key elements of this pathway include clear ownership of and commitment to a National Action Plan (on United Nations Security Council Resolution (UNSCR) 1325 (2000), WPS); buy-in from implementing agencies/parties; and ensuring all stakeholders are properly resourced for implementation.
3	Gender training for security actors. Key elements of this pathway include ensuring core education addresses tools for gender analysis; addresses gendered security needs, gender mainstreaming, and gender bias; and capacity-building opportunities.
4	Using staff with specialized gender expertise. Key elements of this pathway include developing the GENAD and GFP capability; providing clear job descriptions; are adequately resourced; building internal expertise on gender and capacity for integrating gender perspective; commitment by the institution and senior leadership to gender equality; and mutual networking between GENAD and GFP to share key information and best practice.
5	Challenging institutional culture to increase women's participation and overall diversity. Key elements of this pathway include using a framework of diversity and inclusion; using a top-down and bottom-up approach; ensuring an inclusive culture; ensuring sex-appropriate infrastructures; non-discriminatory Human Resources (HR) processes and systems.

2.5. National Ownership.

To achieve gender-inclusive results, executing and implementing departments need to fully understand and own the GMS. Senior leaders in Jordan's PSD have championed the integration of a gender perspective into their operations and taken action to increase the number of women at all levels of the hierarchy and across operations, including international peace and security operations. This was also highlighted during the High-level Conference to Mark the 20th Anniversary of UNSCR 1325: Leadership for Gender Responsive Security Sector Reform that was co-organized by PSD, JAF, UN Women and JNCW in October 2020¹⁷. The PSD GMS was developed jointly with these departments. Further opportunities should be made for senior management/leadership to continue support and ensure that the GMS is fully owned and implemented as the integral framework of the institution. ¹⁸The three forces responsible for implementing the PSD GMS include Police, CDD, and GDG.

2.6. The PSD GMS should build upon PSD's existing gender framework and success implementing gender issues, including Jordan's Constitution and National Charter, as well as the regional and international commitments such as the UNSCR on WPS¹⁹ to which PSD is accountable (through the JONAP and AWP). The GMS is complimentary to the JONAP, PSD Gender AWP, NSW, GMP and JRP, and it aims to provide the strategic direction and entry points for integrating gender mainstreaming in the security and defence sector.

17. The digital conference was conducted on 21 October 2020 together with UN Women, JNCW and co-organized by PSD and JAF, and financially supported by five international partners- Canada, Finland, Norway, Spain, and the United Kingdom.

18. DCAF, 2011, p.14.

19. The WPS agenda is made up of the following UNSCR: 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 21/22. (2013), 2242 (2015), 2467 (2019), 2493 (2019).

3. STRATEGIC GOALS

3.1. Based on the findings of the TNA and GSA, the GMS has been developed with thirty-one recommended activities underpinned by three over-arching strategic goals. These goals, and proposed activities are as follows:

a. **Strategic Goal 1: Create an enabling environment and culture that enhances gender equality.** This includes structural enhancements such as trained staff; accessible childcare services; monitoring and evaluation mechanisms; as well as commitments to women's participation and leadership through strategic mission statements, specialised training for women, and gender awareness training for all staff.

b. **Strategic Goal 2: Embed gender equality and gender-responsive strategies, based on the needs of women and men in PSD, in employment policies and practices.** This goal recommends enhancements to recruitment, promotion and retention systems, and departmental performance indicators, to ensure greater participation by women; review of Codes of Conduct; conducting a Workforce Structure Review to increase women's access to roles; setting targets for women's recruitment, participation, leadership roles, and peacekeeping; creating mentoring, networking and leadership programs to support women in their careers; and addressing any infrastructure barriers to women's participation.

c. **Strategic Goal 3: Ensure robust internal and external oversight of gender mainstreaming outcomes.** Goal 3 is focused on ensuring commitment and oversight to gender mainstreaming activities through the adoption of an annual report on women's participation across the life cycle of service (from recruitment to separation); appointing male and female senior officers as gender champions; ensuring institutional collaboration with the community and civil society.

3.2. The GMS is at Section 4 and outlines the Strategic Priorities and Measures for each Strategic Goal.

3.3 The GMS Implementation Plan at **Annex A**, is the detailed plan for implementing the GMS, and comprises the three Strategic Goals, Activities, Targets, Indicators, Timeframes and Responsible Authorities.

4. GENDER MAINSTREAMING STRATEGIC FRAMEWORK 2021-2024

GENDER MAINSTREAMING STRATEGIC FRAMEWORK FOR PUBLIC SECURITY DIRECTORATE 2021-2024			
Vision	To be a world leading Arab police service in the practice of gender mainstreaming, building gender capability and capacity, and promoting the advancement of women across all Public Security Directorate services		
Mission	To promote gender equality as a key component of effective Public Security Directorate operations in Jordan.		
Strategic Goal	Ensure robust internal and external oversight of gender mainstreaming outcomes		
Strategic priorities	<p>Embed gender equality and gender-responsive strategies, based on the needs of women and men in PSD, in employment policies and practices</p> <ul style="list-style-type: none"> • Ensure workforce and capability needs are met • Strengthen delivery of PSD services to the community • Remove barriers for women's recruitment, training, and retention to PSD operational and field roles • Enhance women's access to education, training, and senior leadership roles • Create robust gender-responsive performance indicators • Ensure infrastructure and logistics meet the needs of women and men 	<p>Create an enabling environment and culture that enhances gender equality</p> <ul style="list-style-type: none"> • Develop gender expertise and capability • Provide supportive environments to encourage women to participate • Ensure robust monitoring and evaluation systems and data • Enhance women's progression and advancement with targeted programs • Strengthen senior leadership commitment and accountability • Increase opportunities for women in all roles and peacekeeping • Strengthen data collection and complaints processes for gender-based violence 	<p>Establish an annual reporting system to monitor women's progress</p> <ul style="list-style-type: none"> • Appoint gender champions to promote gender equality and support implementation of gender initiatives • Increase collaboration with civil society and education institutions to strengthen PSD service delivery • Collaborate with the community and civil society in monitoring implementation of gender equality initiatives
Measures	<p>Workforce Structure review is completed by 2022</p> <ul style="list-style-type: none"> • Targets for women's participation in field roles, peacekeeping, and senior positions, are achieved • Equity in access to professional education and promotion is guaranteed • Human resource policies are gender-responsive 	<p>Targets for women's participation in field roles, peacekeeping, and senior positions, are achieved</p> <ul style="list-style-type: none"> • Equity in access to professional education and promotion is guaranteed • Human resource policies are gender-responsive 	<p>First annual report is produced in 2022</p> <ul style="list-style-type: none"> • Targets for Gender Champions are achieved • Consultations with civil society are conducted annually • A robust complaints mechanism for gender-based violence is established • Monitoring and evaluation of gender initiatives is conducted annually

5. REPORTING AND ACCOUNTABILITY

5.1. To progress gender equality initiatives during and beyond the GMS, and to demonstrate transparency, it is recommended that an annual report ('Women in the PSD Report') be produced tracking the improved participation of women in PSD across the life cycle of service as outlined below.²⁰ Key metrics could include, but are not limited to:

a. Attraction and recruitment:

- (i) Number and proportion of women recruited into service, and percentage of recruiting target achieved.
- (ii) Number and proportion of women at each rank level.
- (iii) Number and proportion of women at senior rank level (Lieutenant Colonel and above).

b. Training, education, learning and development:

- (i) Percentage of women completing initial and other training.
- (ii) Percentage of women accessing education, leadership, and professional development.

c. Internal mobility, postings, and deployment:

- (i) Number and proportion of women deployed to peacekeeping missions.
- (ii) Number and proportion of women selected for command positions.

d. Talent and career management:

- (i) Number and proportion of women at each rank level eligible for promotion.
- (ii) Number and proportion of women at each rank level promoted.
- (iii) Number of women accessing mentoring programs.
- (iv) Number and proportion of women who receive Honors and Awards.²¹
- (v) Number of promotion boards that include female members.
- (vi) Number of key decision-making bodies that include female members.

e. Retention:

- (i) Average retention rates at each rank level.
- (ii) Length of service and separation rates for women and men.
- (iii) Reasons for leaving PSD.
- (iv) Number and proportion of women returning to work from maternity leave and the period of service given after maternity leave.

f. Workforce management:

- (i) Number and proportion of women on key decision-making bodies.
- (ii) Number and proportion of women in non-traditional roles.
- (iii) Number of women and men accessing Flexible Working Arrangements (FWA) across all rank levels.
- (iv) Number of applications submitted for FWA.
- (v) Proportion of applications for FWA that are approved.

6. COORDINATION

6.1. The PSD Gender office and gender advisor are responsible for oversight of the implementation of the GMS and reporting progress six-monthly to the PSD Gender Coordination Committee (GCC) and Head of Higher Gender Mainstreaming Committee and Director General of PSD.

20. An example is the Australian Defence Force 'Women in the ADF Report' which is produced annually as a supplement to the Defence Annual Report submitted to Parliament each year. The 2018-19 report is at: <https://www.defence.gov.au/annualreports/18-19/downloads/WomenintheADFreport2018-19.pdf>.

21. Any medals, citations, or commendations awarded through a national Honors and Awards system applicable to PSD.

7. MONITORING AND EVALUATION

7.1. The PSD Gender office is responsible for assessing achievement of the indicators through an M&E framework on receipt of the progress reports from different Directorates and units.

8. CONCLUSION

8.1 It is evident from existing efforts by PSD (through implementation of JONAP and AWP) that gender mainstreaming as a core policy approach is well supported by the commitment of senior leadership to meet national frameworks and global commitments on gender equality and WPS. From an external perspective, the findings of the GSA demonstrate that PSD has robust gender-responsive mechanisms in place to ensure a community-focused service delivery. The Family Protection Department (FPD) is well structured and staff to meet the needs of women and children regarding gender-based violence (GBV) and other gender-related crimes. This includes ensuring that teams responding to complaints and reports are appropriately staffed by both women and men depending on the circumstances, and these are managed by operational staff as required.

8.2. From an internal perspective, PSD has implemented a robust regime and comprehensive training on gender equality, equal rights, and human rights for all personnel and at all levels, and PSD as a whole is responsible for managing all gender-related crime. PSD has also established a Gender Office and appointed GENAD and staff and has demonstrated senior leadership commitment to achieving gender equality in compliance with national policies and strategies.

8.3. That said, what has emerged from the findings is a strong sense that there may be some internal structural and policy-specific barriers to women's full and meaningful participation across PSD departments. This includes for example the rank awarded to males and female graduates of civilian universities vice that of men who graduate the military university, the lack of nurseries to enable women to remain in the workplace and therefore advance, and the non-existence of any women above the rank of Colonel. The GMS has therefore focused strongly on creating measures to address some potential gender barriers and bias in the management and advancement of women in their service care.

IMPLEMENTATION PLAN FOR THE GENDER MAINSTREAMING STRATEGY OF PUBLIC SECURITY DIRECTORATE - 2021-2024

Strategic Goal 1					
Create an enabling environment and culture that enhances women and men's equality and eliminates discrimination.					
No.	Activity	Targets	Indicator	Timeframe	Responsibility
1.1	Create, strengthen and building the capacity of Gender Office and GENAD/GFP structure within all commands, branches, and units (strategic, operational, and tactical levels) and appoint staff.	3 GENAD are appointed by 2022 in region and one in HQ 70 GFPs are appointed by 2021. Gender Coordination Committee and higher Gender Committee met on regular basis. 80% of Gender Office staff completed GENAD training.	Drafted Terms of Reference (TOR) ²² for GENAD and GFPs. The number of GENAD appointed. % of staff trained as gender advisors	2021-2024	PSD Gender Coordination Committee and Gender Office Planning and international cooperation Department Officers Affairs Directorate Personnel Affairs Directorate Training Directorate
1.2	Develop, adopt, and institutionalize Gender Adviser and Gender Focal Points' training for Gender Office and other PSD staff. ²³	Approved GENAD Training Framework by March 2021.	Training embedded into the Learning Management System of PSD and delivered by security sector staff and training directorate. Number of female and male staff who completed GENAD training.	2021	Gender Coordination Committee and Training Directorate
1.3	Support access to children care services for male and female staff of PSD to enable them to meet home/caring responsibility and work-life balance	4 childcare nurseries to be established at PSD by 2024	% of women and men staff accessing child-care services to enable them to meet home / caring and work-life balance responsibilities. Number of new nurseries	2021-2024	PSD Logistic support, Women Police Directorate Gender office Planning and international Cooperation department
1.4	Improve and strengthen a database to collect sex-disaggregated data on Gender-Based Violence, Domestic Violence, and gender-related crime in PSD. ²⁴	GBV M&E system is functional by 2022.	Established GBV web-based M&E system for data collection.	2022	Gender Office
1.5	Support the nationwide advocacy campaign in all governorates to raise awareness of the benefits and importance of women's participation in peace and security efforts in cooperation with Ministry of Education (MoE), Ministry of Higher Education (MoHE) and JNCW.	12 governorates implemented advocacy campaign by 2023.	Percentage of outreach of the public with the advocacy campaign. Number of awareness sessions conducted	2021-2024	PSD Gender Office, GENAD in partnership with MoE, MoHE and JNCW Media and police community Directorate Women Police Department
1.6	Support women's specialized training for professional advancement and leadership to increase women's representation, advancement and retention in front-line security sector work and their participation or deployments to peacekeeping missions.	30% of women from PSD complete the professional training by 2024.	Percentage of women in ranks from 1 st LT to MAJ who have completed the training. Percentage of women participated in peacekeeping missions after completing professional courses.	2021-2024	PSD Gender Office and Peace Operations Training Center (POTC) Women Police Department Training Directorate
1.7	Integrate an objective to PSD's Mission Statement on the commitment of PSD to achieve gender equality and non-discrimination.	The mission is reviewed, and gender mainstreamed by 2023.	Number of gender indicators included in the Mission Statement of PSD.	2023	Gender Office, GENAD and other related departments Planning and international Cooperation department

22. Output 1.1.1 of PSD Annual Work Plan 2019-2021.

23. Activity 1.1.1.11 of PSD Annual Work Plan 2019-2021.

24. Activity 1.1.4.8 of PSD Annual Work Plan 2019-2021.

1.8	Develop and implement Gender Awareness training including gender bias and stereotypes for commanders and heads of departments as mandatory annual training.	30% of female and male commanders and heads of department to complete training each year.	Number of commanders and heads of departments/units who have increased knowledge on gender equality.	2021-2024	PSD Gender Office, GENAD, training and Officers affairs Directorates,
1.9	Develop and implement Gender Awareness training including gender bias and stereotypes into the professional police education and training continuum for all ranks e.g., initial recruit training, promotion courses, staff courses.	30% of female and male staff from all ranks to complete training each year.	Percentage of female and male staff that have received training by 2024.	2021-2024	PSD Gender Office, GENAD, training and Officers affairs Directorates Personnel affairs Directorates
1.10	Strengthening Domestic Violence prevention and protection mechanism at FPD through capacity support and enhancing data collection and reporting system.	15% increase in GBV reporting by 2022. One GENAD appointed in FPD by 2021.	Number of capacity building trainings conducted for female and male staff of FPD in GBV prevention and protection principles. Number of GENAD appointed in FPD by 2021.	2021-2024	PSD FPD, Gender Office, Psychological support unit/CDD
1.11	Support setting up a Women's Training Facility at PSD to train women in an appropriate environment that includes the needs of women, to enable them to assume administrative and leadership positions and increased participation in peacekeeping missions	Training facility is constructed and functional by 2024	Number of women trained in the facility and selected for Peacekeeping missions by 2023	2021-2024	Elsie Initiative Project Team at PSD and Gender Office with support of Elsie Initiative Fund. Planning and international Cooperation department
1.12	Develop and implement a mentoring program for women (to enable leaders to more meaningfully support women's advancement including career progression and support). ²⁵	30% of women completed a mentorship program annually. Peace keeping mentoring program is drafted. Females Leadership program is developed	Women's mentoring program drafted by 2022. Percentage of female officers who completed the mentoring program	2021-2024	PSD Gender Office, GENAD, Women Police Dept and PK Dept Training directorate Personnel Affairs Directorate
1.13	Develop and implement a Women's Leadership Program and Talent Pipeline Program to increase the participation of women and to increase their promotion to senior leadership positions. ²⁶	30% increase of women trained and qualified by 2024.	Number of women on the Women's Leadership Program annually. Talent Pipeline program Number of women promoted to the next rank.	2021-2024	PSD Gender Coordination Committee and Training Directorates, Gender Office and GENAD and women police Center for Strategic Studies / Leadership Branch Personnel Affairs Directorate and Officers Affairs Directorate Training Directorate
1.14	Support communications and visibility campaign to promote women's participation in security sector and peacekeeping missions in line with JONAP National Communications Strategy	3 communications and visibility products including videos, posters and stories are produced and published per year	Number of communications and visibility products produced by 2023	2021-2024	Gender Office, Media & Community policing

25. Proposed initiative under Outcome 1.1 of the JONAP.

26. Output 1.1.4 of PSD Annual Work Plan 2019-2021.

Strategic Goal 2		Strengthen and adopt gender-responsive strategies, based on the needs of women and men in employment policies and practices of Public Security Directorate			
No.	Activity	Target	Indicator	Timeframe	Responsibility
2.1	Conducting a review of the employment of women and removing the physical barriers to women's participation	Workforce Structure Review conducted by 2022.	Number of positions identified and opened to women.	2021-2024	PSD Planning Personnel Affairs Directorate Gender Office Gender Advisor
2.2	Review and assess number of women required in each police station in regional directorates to meet services.	Review is conducted by 2022.	% increase in women in each police station to meet target.	2021-2024	Gender Coordination Committee Personnel Affairs Directorate Officers Affairs Directorate Gender Office Gender Advisor
2.3	Increase the number of women recruited into PSD, especially uniformed women in Operational fields. ^{27 28}	5% increase by 2024	% increase of women recruited, e.g., overall representation, within specific or new employment categories, to meet specific Directorate targets. Number of women distributed in regional Directorates.	2021-2024	Planning and international Directorate Personnel Affairs Directorate Planning and international Directorate Gender Coordination Committee, Gender Office
2.4	Increase the overall participation of women in PSD in qualitative professional paths within the PSD. ^{29 30}	5% increase by 2024	% increase in women in operations and field roles.	2021-2024	Planning and international Directorate Gender Office
2.5	Increase the number of women participating in peacekeeping missions. ³¹	From 21.1% (2020) increase to 30% by 2024	Percentage of female participation in PK missions	2021-2024	POTC, Gender Office
2.6	Establish gender equality targets for leadership positions (women to be assigned in middle and high positions) ³² .	Increase women on leadership positions from 1.98% (2020) to 3% by 2024	Increased percentage of women in in middle and high leadership positions ³³ by 2023 Increase in women's representation in senior leadership roles by 2024.	2021-2024	Planning and international Directorate Gender Coordination Committee, Gender Office Officers Affairs Directorate
2.7	Support gender mainstreaming into existing policies, strategies or programs that support enhancing promotion and representation of women on leadership positions on equal terms with men.	70% of policies, strategies and programmes are gender mainstreamed by 2024. Number of existing policies are reviewed each year.	Number of policies, strategies and programmes are gender mainstreamed by 2024.	2021-2024	Gender Coordination Committee, Gender Office Officers Affairs Directorate Planning and international Directorate

27. Most quotas are set between 20 – 50 per cent - considered to be the "critical mass" at which a group's representation becomes more than tokenistic (DCAF, 2019a, p.26).

28. For the recruitment of women to be more meaningful, it must be done in ways that are sensitive to the cultural, institutional and political context (DCAF, 2019a, p.27).

29. This is a target for recruitment numbers only, not retention.

30. JONAP 1325 – Monitoring and Reporting Framework – updated 30th August 2020. Indicator 1.1.

31. Increase in women's overall participation by 2021. Indicator 1.3.

32. Lieutenant Colonel and above.

33. Lieutenant Colonel and above.

2.8	Conduct gender analysis and mainstreaming into existing performance indicators for all departments and units of PSD for relevance and currency. Develop gender-sensitive retention policies, including provisions to allow staff (women and men) to balance their work with family and caring responsibilities.	40% of performance indicators for all departments and units are assessed from gender perspective by 2023. Number of gender-sensitive retention policies by 2024	Number of adopted gender-sensitive indicators by all departments and units. Number of drafted gender-sensitive retention policies by 2024.	2021-2024	Gender Coordination Committee Gender Advisor, Gender Office Department of Monitoring and Evaluation
2.9		Number of gender-sensitive retention policies by 2024	Number of drafted gender-sensitive retention policies by 2024.	2021-2024	Gender Advisor, Gender Office Department of Monitoring and Evaluation Personnel Affairs Directorate Officers Affairs Directorate Women Police Department
2.10	Review and gender mainstream Codes of Conduct to ensure they include language on zero tolerance for discrimination, and GBV	One review report is drafted by 2022.	Revised gender-sensitive Codes of Conduct are approved by PSD by 2022.	2021-2024	Gender Advisor Gender Office Department of Monitoring and Evaluation Personnel Affairs Directorate Officers Affairs Directorate Women Police Department
2.11	Establish uniformed women's professional network, to encourage sharing of experiences and increase communication, and to encourage more women to engage in front-line security sector roles, ³⁴ outreach, and advocacy with other women. ³⁵	A uniformed women's professional network is established by 2024.	Number of uniformed women are members of network and participate in sessions.	2021-2024	Gender Office, GENADs Media and community Policing Directorate
2.12	Conduct an Infrastructure and Logistics Review to address any gaps and deficiencies in providing the enabling/physical requirements for women recruits and officers including uniforms. ³⁶	Review is completed by 2023	% of increase in recruitments and training.	2021-2024	Gender Coordination Committee, Gender Office, GENADs and logistics support directorate Personnel Affairs Directorate Officers Affairs Directorate

34. Proposed initiative under Outcome 1.1 of the JONAP.

35. Proposed initiative under Outcome 1.2 of the JONAP; Activity 1.2.1.4 of PSD Annual Work Plan 2019-2021.

36. Activity 1.1.4.4 of PSD Annual Work Plan 2019-2021.

Strategic Goal 3		Ensure robust internal and external oversight of gender mainstreaming outcomes.				
No.	Activity	Target	Indicator	Timeframe	Responsibility	
3.1	Draft an annual report on progress of women's participation in PSD in line with JONAP M&E system.	First annual report to be produced for the period 1 January – 31 December 2021 by 30 March 2022.	Drafted annual report at end of each year.	2021-2024	Gender Office with coordination with the gender advisor and related units.	
3.2	Appoint senior officers (women and men) as Gender Champions / Ambassadors who are visibly active in driving gender equality through implementation of the JONAP and GMS.	Two Gender Champions/Ambassadors are appointed each year.	Number of senior officers (women and men) appointed as Gender Champions/Ambassadors by 2023.	2021-2024	Gender Coordination Committee, Gender Office Officers Affairs Directorate	
3.3	Establish mechanisms for systematic and regular consultation with civil society organizations (CSO) and women Community Based Organizations (CBOs) working to advance WPS agenda in Jordan.	One consultation is completed each year.	Number of consultations with CSO and CBOs38	2021-2024	Gender Office Gender Advisor	
3.4	Ensure all personnel are aware of the established mechanism for complaints against PSD personnel by other members of PSD regarding GBV, sex-discrimination, sexual harassment, and other human rights violations.	A complaint mechanism is established by 2022.	Percentage of staff aware of complaints mechanism. Number of trainings conducted to ensure staff are made aware of complaints mechanism and process.	2021-2024	Gender Office Monitoring and Evaluation Department Judicial Policing in PSD	
3.5	Create a Monitoring and Evaluation (M&E) mechanism38 to track implementation of GMS.	75% of outputs completed of GMS each year.	Number of staff trained to manage the M&E system. Percentage of results that were followed up	2021-2024	Gender Office, Monitoring and Evaluation Department Personnel Affairs Directorate Officers Affairs Directorate Training Directorate	

37. Activity 1.1.3.4 of PSD Annual Work Plan 2019-2021.

38. Output 1.1.2 of PSD Annual Work Plan 2019-2021.

ANNEX B: KEY FINDINGS OF THE GENDER SELF-ASSESSMENT

THEME A: PERFORMANCE EFFECTIVENESS

Dimension 1: Capacity and Training

1. One of the keyways in which gender mainstreaming efforts are undertaken in the security sector is through gender training (DCAF Pathway 3 - Gender training for security providers). Core education and training for security and justice sector personnel should include tools for gender analysis, addressing gendered security needs, gender mainstreaming and addressing gender bias. This helps to ensure that “gender” becomes integral to security provision rather than being optional or an add-on. Additional training and other types of learning and capacity-building opportunities then build upon this. Different approaches are often necessary for ground-level personnel versus mid- and upper-level management.

2. PSD reported that the Training Directorate provides courses on human rights and women's rights which are included as part of professional and leadership training; at entry level, for each rank (advanced or specialist),. Police officers (women and men) also receive training in GBV, human trafficking, family violence and sexual assault in national annual training (prior to being assigned) and in peacekeeping training.

3. Initially, GCC, UN Women and the JNCW have supported the Training Directorate in conducting training. As a result of JONAP and the AWP, PSD has been actively working on developing and institutionalising gender courses into its 2020 and 2021 Training Plans. It is anticipated that the training, based on the UN training provided at the Peace Operations Training Centre (POTC) and the new GENAD course, will include gender analysis and gender mainstreaming; national gender equality legislation and gender policies; any institutional gender policies; equal opportunities sexual harassment and discrimination; or prevention of and response to gender-based violence and/or domestic violence. This increases the linkage between training and the day-to-day work, institutional procedures, and structure, of PSD.

4. Courses on gender and women's participation in international peacekeeping are held at the POTC. Training for staff to be deployed to United Nations (UN) peacekeeping is based on the UN core pre-deployment training modules and must meet its requirements. These modules include a gender component which covers the following: sexual exploitation and abuse; conflict-related sexual violence and discrimination; UN gender policies; WPS; and human rights in peacekeeping and security operations.

5. The PSD considers GBV and gender-related crime a priority, which is addressed through but not limited to the FPD, Juvenile Police Department and a unit to combat human trafficking under the Criminal Investigation Department. The proportion of women, particularly those providing psychological support, in the regional directorates is low – 6.84 per cent (civilian and uniformed officers). This is relatively proportional to the percentage of women overall in PSD (5.9 per cent³⁹). Number of women are dependent on the needs of each region and the numbers of available women in PSD. This potentially impacts the provision of services to female prisoners, victims, and witness, and more broadly, minimizes women officer's experiences and exposure to the full range of police work as well as affecting promotion opportunities. It is noted that the FPD is responsible for all gender-related crime and it remains a priority for PSD to ensure they are fully staffed with well-trained women and men officers.

39. This is aggregated for PSD, CDD and GDG for 2020.

6. The focus is not on increasing numbers only in the FPD, but includes departments working in the field of psychological support, such as the Juvenile Department, the Women's Rehabilitation Center, and others. PSD do not currently have a target for women but consider current participation rates sufficient to meet existing service-delivery needs. PSD confirmed they were undertaking a study into the distribution of women in each region to assess needs and requirements and to further their commitment to the increase of women as outlined in the JONAP.⁴⁰

7. **Gender staff.** Essential to the effective mainstreaming of gender in capacity building and training is the use of GENAD, GFP and Gender Office. Per JONAP⁴¹ and AWP⁴², and consistent with DCAF Pathway 4 - Using staff with specialized gender expertise - PSD has created a Gender office with TOR and trained gender staff, and functionally, the office sits within PSD Secretary (Diwan) in 2020. Based on emerging best practice, GENAD can best fulfil their tasks when the following conditions are in place:

a. leadership needs to ensure that promoting gender equality is seen as central to the institution's mission and success;

b. gender staff need training on gender issues relevant to their tasks;

c. gender staff need a clear job description;

d. gender staff need authority and clarity about their roles, and adequate resources, including time and personnel; and

e. a professional support network between gender staff facilitates sharing of key information and best practices.

Dimension 2: Access to Services

8. PSD reports that all women, men, boys, and girls can report a crime and expect it to be investigated, and special units exist to support victims and investigate the crimes.

Dimension 3: Data on Gender-Related Crime and GBV

9. The GSA identified that statistics relating to GBV complaints against PSD personnel, by other PSD staff, are not recorded because "There are no complaints lodged regarding staff related to gender." However, PSD has robust mechanisms in place to manage and resolve complaints submitted by PSD staff against other PSD personnel; primarily through a formal justice process involving a Judicial Police Department investigation, special legal courts for PSD, and referral to the Prosecutor where appropriate. Regarding GBV crime committed by the public, PSD appear to have robust mechanisms for capturing and using the data to improve prevention and response measures.

THEME B: LAWS, POLICIES AND PLANNING

Dimension 4: National, Regional and International Laws and Standards International Frameworks

10. The primary international frameworks include the 1979 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the 1995 Beijing Declaration and Platform for Action⁴³ and UNSCR 1325 (2000) and nine related resolutions on WPS⁴⁴. As one of the core international human rights treaties of the UN

40. As advised in a Zoom meeting between UN Women Jordan staff, PSD staff, and UN Women consultant on 3 December 2020.

41. Outcome 1.1

42. Activity 1.1.1.9 – 1.1.1.11

43. A framework for change emanating from the Fourth World Conference on Women in 1995, consisting of 12 critical areas of concern relating to women. See more at

<https://beijing20.unwomen.org/en/about#:~:text=The%20Platform%20for%20Action%20imagines%20a%20world%20where,process%20unleashed%20remarkable%20political%20will%20and%20worldwide%20visibility.>

44. The WPS agenda is made up of the following UNSCR: 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), 2467 (2019), 2493 (2019).

45. <https://www.ohchr.org/EN/ProfessionalInterest/Pages/CEDAW.aspx>.

system, CEDAW requires Member States to undertake legal obligations to respect, protect, and advance women's human rights. This includes protection from GBV, women's participation in public and political life, and the elimination of discrimination in the workforce.⁴⁵

11. CEDAW was ratified by Jordan in 1992. Jordan is legally bound to realize its provisions and to submit national reports every four years on activities taken to comply with its obligations. To date, Jordan have submitted six periodic reports to the CEDAW Committee, the last one was reviewed in January 2017.⁴⁶The only reference to (PSD) women, under Article 8, focused on their representation at the international level, was the following:

“Women members of the public security apparatus continue to take part in international peace keeping and security missions. The peacekeeping forces training institute attached to the Directorate of Public Security holds training courses for women police officers before they travel to take part in international peacekeeping missions, on subjects relating to their assignment, including human rights, United Nations human rights resolutions (for example Security Council resolution 1325 and subsequent resolutions) and international humanitarian law, in addition to courses in preparation to taking up leadership positions.”⁴⁷

National Frameworks

12. Jordan is bound by its national Constitution, which provides for equality “before the law without discrimination in rights and duties on the grounds of race, language or religion”^{48 49}, and its National Charter, which provides for equality between men and women with “under the law. There shall be no distinction between them in rights and obligations regardless of difference in race, language or religion”.⁵⁰

13. In the case of PSD, the GSA indicated that there were no specific laws regarding gender equality or non-discrimination provisions, although it did recognise PSD responsibilities to policies and strategies specified by specific PSD departments (Combating Human trafficking, Juvenile Police and Family Protection), the GCC and Gender office, and JONAP. This could be strengthened through institutionalised training for PSD staff on Jordan's legal obligations to CEDAW.

14. PSD monitor compliance with national and international policies on gender and human rights through the Department of Monitoring and Evaluation in the Office of the Inspector General and the Transparency and Human Rights Office in the Public Security Justice Directorate, regarding the protection of human rights of the civilian population. The latter office submits periodic reports to the Jordanian National Centre for Human Rights (NCHR), whose mandate is to “promote and ensure the harmonization of national legislation, regulations and practices with the international human rights instruments to which the State is party”.⁵¹

46. United Nations (UN). (2015). Jordan's Sixth National Periodic Report to the CEDAW Committee. Retrieved from <https://jordan.unwomen.org/en/digital-library/publications/2016/6/jordan-sixth-national-periodic-report-to-the-cedaw-committee>.

47. *Ibid.*, p. 26.

48. Chapter 2.

49. The 6th periodic report to the CEDAW Committee in 2015 (page 13) clarifies that the omission of 'sex' or 'gender' (as a proscribed basis for discrimination and a recommendation by CEDAW Committee to include in the Constitution) does not constitute a basis for discrimination between citizens, and that the term 'Jordanian' includes women and men without discrimination (see <https://www2.unwomen.org/-/media/field%20office%20jordan/attachments/publications/final%20english%20book2.pdf?la=en&vs=2010>).

50. Chapter 5, Paragraph 6.

51. Alkarama Foundation. (2015). Jordan: National Centre for Human Rights. Retrieved from https://www.alkarama.org/sites/default/files/2017-02/ALK_JOR_NHRI_16072015_EN.pdf.

15. Jordan adopted the JONAP in 2017; this is compliant with DCAF Pathway 2 - Policy frameworks for integrating gender equality into security governance. The JONAP includes four strategic goals, of which Strategic Goal 1 - Achieve gender-responsiveness and meaningful participation of women in the security sector and in peace operations – is relevant to the security sector. There are two specific outcomes for Strategic Goal 1: (1) An environment within the security sector that is responsive to the security needs and priorities of women, and conducive to women's entry, advancement, and leadership; and (2) Increased opportunities for women's participation and leadership in operations and international missions.

16. The JONAP notes Jordan's continued review of legislation to remove any discriminatory references, the need to adopt measures to ensure women's access to decision-making positions, and overall provides the mechanism to improve women's participation in Jordan's peace and security efforts. A high priority initiative under Outcome 1.1 of Goal 1 was the conduct of a 'gender audit' (GSA), which serves the purpose of identifying any gaps between JONAP activities and best practice international approaches to women's equal participation in the security sector. These gaps are identified in the GMS at **Annex A**.

17. In any event, PSD confirmed that there was no discrimination in their human resource policies relating to recruitment, promotion, access to positions, ranks held, and both women and men must meet the required standard or criteria. Women are also not barred from requesting a transfer into any department or region.

Dimension 5: Institutional Policy, Procedures, and Coordination

18. **Strategic direction.** PSD's mission statement, "Carry out the noble duties and tasks of preserving lives, honour and property, through a distinguished security service for everyone who lives [in] Jordan" and its fifth strategic objective "Contribute to the application of human rights standards and principles", affirms a strong commitment to upholding the human rights of all Jordanian citizens. While there is not specifically an objective relating to gender equality and non-discrimination (and this could be easily remedied by adding a strategic objective along these lines), several projects relating to gender are being implemented to contribute to achieving the seventh strategic objective of "sustainable development of the policing system, leading to excellence and leadership in achieving service recipient satisfaction."

19. **Job descriptions.** Job descriptions are prepared based on occupation; gender perspective is not taken into consideration when they are being developed. Regarding victims and service provided to general public, consideration is given to meeting the needs of different female or male victims regarding codes of conduct and work procedures.

20. **Annual Work Plan.** In 2019, PSD (comprising the subsidiary directorates of PSD, CDD, and GDG) developed AWP's to guide the gender mainstreaming efforts of the newly established GCC and Gender office. In early 2020, following the amalgamation of PSD, CDD and GDG into PSD, the AWP for all three directorates was combined into one plan. The AWP is a clearly defined plan of action which includes targets, timeframes, resources needed for implementation, clear responsibilities, and monitoring, evaluation, and reporting mechanisms. The following **Table B-1** indicates how the AWP addresses the specified gender issues.

Table B-1. AWP Response to Key Gender Issues

Gender Issue	AWP ACTIVITY
Oversight	Higher gender committee comprising senior leaders (Brigadier-General level), Head of GCC, Heads of Gender Offices in the three forces
Gender staff	GENAD GFP Gender office GCC Gender Technical Working Group (TWG)
Gender mainstreaming	Conduct of GSA Conduct of workshops, awareness seminars and training courses Development of human resource systems Assessing the needs of training and services Ensure that the infrastructure is meeting with gender sensitivity Establishing a gender office, appointing GENAD and defining their responsibilities Forming the GCC with TOR
Sexual harassment and discrimination	Through workshops and a guide to gender
GBV	Through workshops and a guide to gender
Gender equality	Equal opportunities in training courses Increasing the percentage of trained and qualified women Provision of gender-sensitive infrastructure and logistical support
Women's advancement	Building their capabilities and empowering them through specific trainings Increase the percentage of trained and qualified women Producing video films about the work of women and their most achievements Activities that support raising awareness of women's roles, achievements, and participation Access for women to foreign language programs Increasing the number of women participating in peacekeeping missions Refining the basic skills of military women to enable them to assume administrative and leadership positions. Ensuring the appropriate infrastructure Involve them in various decision-making committees depending on their specialty and ranks.

21. To date, the extent of implementation has included forming the GCC (with TOR); undertaking the GSA creating the Gender office; appointing GENAD under PSD Secretariate (Diwan), providing Key Leaders Seminars to directors of all branches and regional units, providing gender and leadership mentoring sessions for female officers to be deployed in UN peace keeping operations, conducting a training course for GENAD and GFP; drafting a guide for female peacekeepers, integrating gender in COVID-19 crisis management and response through deploying the women police officers and civil defence officers in rapid response teams monitoring curfew and quarantine measures with citizens, providing stress counselling sessions to male and female officers who were on duty during COVID-19 crisis and were at risk of secondary trauma, and publishing a brochure of how to handle gender-based violence during COVID-19. Regarding gender training, the Training Directorate has fully integrated this training into the 2021 Training Plan across 14 training centres.

22. Gender mainstreaming, alongside the merger of CDD and GDG into PSD in late 2019, has inadvertently increased benefits for women. In the 2020 Promising Leaders Program, women constituted 10 per cent of participants across PSD, CDD and GDG. Women staff from CDD and GDG can now enrol in the PSD Master's Degree program. There are no quotas or limitations on the number of women that can participate in training courses.

23. PSD leadership has also showed exceptional national commitment and ownership towards integrating gender aspects and WPS commitments into strategic and operation level. The PSD has co-organized and leadership has significantly contributed to online High-Level Conference to mark the 20th anniversary of UNSCR 1325: Leadership for Gender Responsive Security Sector Reform. In addition, a higher gender committee has been formed to oversee the GCC, comprising senior members from specific departments and units to oversee the implementation of the AWP. The Gender Office, comprising Head of office, gender focal points and GENAD under PSD Secretariate Director representing all public security units and directorates are responsible for implementation of the AWP and report progress of the AWP to the GCC. During COVID-19, coordination between the Gender Office, GCC and higher committee has been via online or written reports.

24. Funding for the AWP activities is a combination of UN Women Jordan support and PSD budget, but to date, has not been formally recorded. There is currently no tracking of expenditure on gender mainstreaming-related activities; however, PSD anticipate developing a gender-responsive budgeting process in the future.

25. **Policies on GBV.** Complaints of GBV, sexual harassment and sex discrimination by PSD personnel against other PSD staff are processed according to the Jordanian legislation within the military system, depending on the Jordanian Penal Code, the Military Penal Code, the Public Security Law, and the Police Code of Conduct, then it is submitted to the Public Security Judiciary for verification, and what is proven is referred to the Public Security Court for trial, which guarantees the safety of relations between employees.

26. For the public, there is a unified national procedures guide for the prevention of domestic violence, agreed upon by all relevant authorities, which was prepared under the supervision of the National Council for Family Affairs and emanating from the National Framework for Family Protection from Violence issued by the Prime Minister.

27. Jordanian laws have criminalized the concealment of felonies and misdemeanors, and therefore PSD are required to record and investigate all complaints of gender-related crime. There are protection orders contained in the Protection from Domestic Violence Law No. 15 of 2017, whereby the law has given the authority of protection orders to the judiciary and at the request of the victim, and under penalty of criminal punishment in case of violating those orders.

28. There is coordination with public, courts, prisons, and the military judiciary daily for the purpose of responding to gender-related crime in the domain of FPD. PSD coordinate and cooperate with other services – per an agreement between the FPD and Ministry of Social Development through which social service offices were created in the field departments of Family Protection – to assist and support victims of GBV.

29. PSD advised that currently no gender analysis is taken about any activities conducted more broadly across the departments and noted the FPD is the unit that receive gender-related complaints (from the public) in their domain of work. However, it was also noted that that the Monitoring and Evaluation Department was responsible for assessing and ensuring that services provided to the public were gender-responsive, and that staff would be assigned to units based on needs according to gender requirements.

THEME C: COMMUNITY RELATIONS

Dimension 6: Public Perceptions

30. Community relations and public perceptions are central to earning the trust of the community and ensuring the security institution can meet the needs of its personnel. DCAF Pathway 1 - Defining security needs in an inclusive, gender-responsive manner - recommends the following: directly engaging with communities in a participatory manner; creating processes that allow diverse voices to be heard; ensuring these insights are acted upon; and ensuring transparency and feedback to the community on resultant changes to services or practices.

31. According to the findings of the UN Women perception survey (2020) on Gender Roles, Women in Decision Making and Violence against Women (2020) 77 per cent female and 81 per cent male respondents think that women prefer to report cases of violence to female officers rather than male officers. These results of the perception survey will be considered by PSD when developing the FPD Business Development Transformation Plan, which is under drafting process. FPD will strengthen the presence of female police officers in the field and on community level in line with the existing PSD recruitment strategy.

32. The GSA indicates that PSD is active in engaging with the community on delivery of services. This includes seminars and meetings for women; use of social media and websites; police theatre; use of Youth Centres to allow youth to express themselves freely; and collaborating with the Fatwa and Religious Guidance Administration to communicate cultural and security issues. In addition, PSD cooperates with different study centres for the purposes of monitoring feedback about the services provided by PSD and the extent of trust in PSD and its staff.

33. The FPD have a continues partnership with various women's and community groups to support and provide services to victims. The PSD Community Police engage formally and informally with the public through case management as well as awareness campaigns. They also workshop for members of the local community to exchange experiences and learn about the experiences of others / related to the implementation of various projects under UNSCR 1325, as well as courses on combating violence against women and girls. In addition to issues related to human rights, tolerance, and ethics, as well as the work of local projects that support men and women.

Dimension 7: Co-operation and Consultation with the Public

34. PSD collaborate formally and informally with civil society organizations on local/governorate and national levels. Some examples include conducting security awareness courses in government and private educational institutions; using police theatre in civil institutions including clubs, youth organizations and Syrian refugee camps; creating a liaison officer who works with JNCW and UN Women; and holding seminars and workshops for women on their human rights, security roles, and family responsibilities. PSD also actively consult with the community on crime prevention priorities and approaches. An example is organizing informative forums with youth organizations, associations, and centres (local, regional) and women a that highlight in the rights of children and women, such as holding the third session of (911) Ambassadors Program with the Friends of National Security. PSD also strongly utilizes media to spread awareness of crime prevention approaches, develop capabilities of women and men in community security, and produces a monthly magazine on security awareness targeting women and children, conduct 16 days of Campaign Against Gender Based Violence on social media (November-December 2020).

THEME D: ACCOUNTABILITY AND OVERSIGHT

Dimension 8: Complaints against Security Sector Personnel

35. DCAF Pathway 5 – Challenging institutional culture to increase women's participation and overall diversity requires that security institutions ensure they have disciplinary mechanisms for internal cases of sexual harassment, sexual abuse, and dissemination, and that all staff are aware of them. This can be achieved through training.

36. PSD has an internal complaints process that is tied to the Jordanian judicial system. Complaints by PSD staff against other staff are submitted to the Public Security Judiciary Directorate where the public prosecutor undertakes the investigation of the case in accordance with the legal provisions in force, and cases are then referred to the Public Security Court. Decisions issued by it on misdemeanours can be appealed to the Public Security Appeals Court and for felonies, to the Jordanian Court of Cassation. The Public Security Justice Directorate also reports to the Transparency and Human Rights Office, which investigates complaints related to human rights violations - in general - and follows up on international and local reports in this regard, and the investigation of cases is undertaken by a public prosecutor affiliated with the Public Security Justice Directorate. Complaints made by members of the community are treated in the same way.

37. The complaints mechanism is publicized widely and made accessible both within PSD and to the members of the community. This mechanism includes a special form for complaints and a complaint box that is easily accessible. Complaints can also be submitted via the PSD website. According to the GSA findings, there are currently no statistics or data analysis of complaints due to not having “any issues in this regard”.

38. **Internal oversight.** Internal oversight of PSD is undertaken by the Office of the Inspector General, where it monitors the performance, behaviour and discipline of all components of the Directorate through the Department of Monitoring, Evaluation and Discipline Command. A Code of Occupational Conduct is issued to all staff, and a special governance guide for each department is monitored through special performance indicators. In addition, reports by the Gender Office are submitted regularly to senior leadership.

39. **External oversight.** PSD are required to submit periodic reports to the NCHR.

Dimension 9: Internal and External Oversight

THEME E: PERSONNEL

40. DCAF Pathway 5 – Challenging institutional culture to increase women's participation and overall diversity – requires security institutions to have non-discriminatory HR processes and systems.

Dimension 10: Recruitment and Selection

41. While there are no limits on the number of women that can be recruited into PSD, there are currently no set targets. Current recruitment criteria include different height ratios for women and men, and an existing discriminatory factor; men and women are required to be single for field training purposes. There are currently two obstacles to recruiting women: (1) society's perception of women in PSD; and (2) the recruitment of men and women with civilian university degrees is restricted to the rank of sergeant⁵², which causes an increase in the period of service and their access to the legal retirement period before they assume leadership positions.

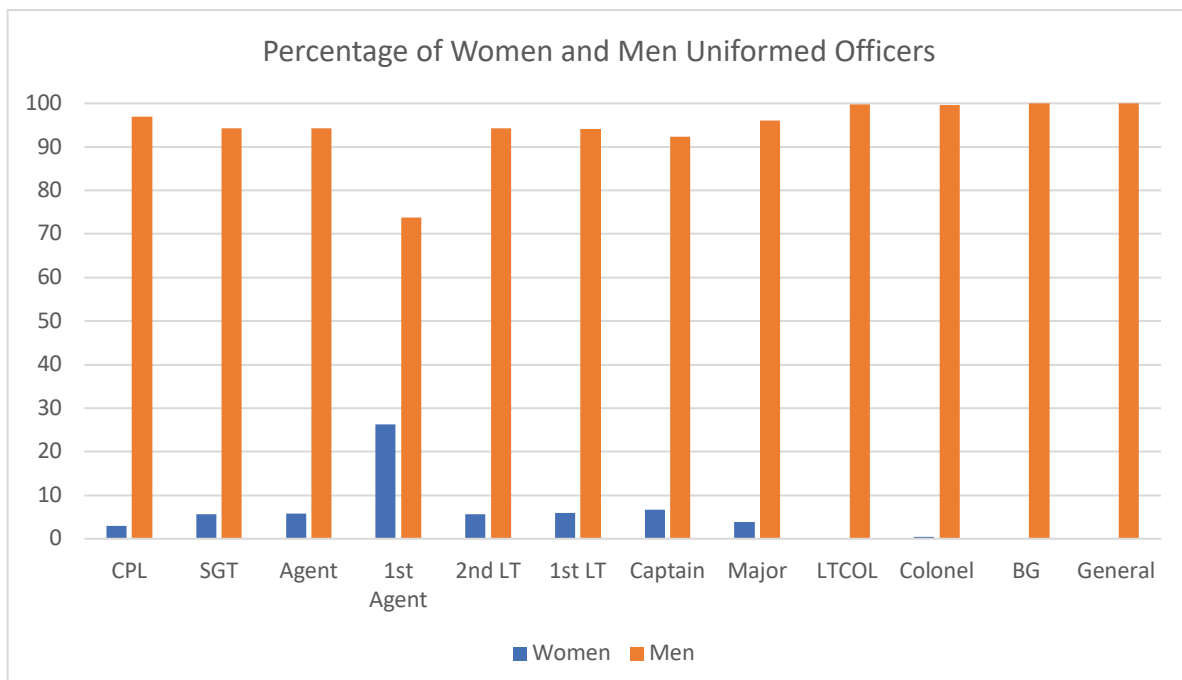
42. Currently women are not included in internal university/academic schemes and the resultant impact on rank between women and men is inequitable. This could be rectified by women's inclusion in the scholarship scheme for international university program could be expanded, rectify the rank inequity and potentially opening roles to women in police and security sciences, HR, and management.

Dimension 11: Retention

43. Women currently represent only six per cent of the total PSD workforce. **Figure B-1** shows the percentage of women and men in PSD. The greatest proportion of women is at the 1st Agent (junior officer) level – at 26.2 per cent – and this drops significantly at the next rank (2nd LT) (5.7 per cent). There are no women at Brigadier-General to General rank levels. This means there is no diversity in perspectives in decision-making roles and is not representative of the institution.

44. PSD has currently committed to a growth target of 15% by year 2023.⁵³

Figure B-1. Percentage of Women and Men Uniformed Officers



52. Vice male graduates of the Mu'tah Military University who are awarded the rank of 2nd Lieutenant on graduation.

53. As confirmed by BG Dr. Mutasem Abu Shattal, Assistant of PSD for Management and Logistics, at the High-Level Conference to Mark the 20th Anniversary of UNSCR 1325: Leadership for Gender-Responsive Security Sector Reform held on 21 October 2020.

45. Women are retained in PSD at a rate less than men, often due to special circumstances. This includes the workplace being too far from place of residence, a lack of nurseries at the workplace⁵⁴ to care for children during working hours, and an unwillingness to work on the 'shift' system (which is limited to single women only⁵⁵). This is a discriminatory practice that advantages some groups of women over others, and women over men. The obstacles relating to distance and childcare can be address by assigning women closer to home and providing nurseries in all units where women are employed.

46. Women and men currently enjoy equal rights in relation to healthcare, housing, retirement, and family benefits, and there is provision for flexible work for those caring for sick family members or are breastfeeding mothers. There are no facilities for women to feed their babies or express breast milk during working hours, and childcare facilities are only available within the Women's Police Department and the Women's Reform and Rehabilitation Centre. Maternity and paternity leave exists (90 days and 3 days respectively).

47. There is some regular practical support provided for families of personnel when they are deployed; this includes fee telephone calls. Medical health insurance for staff and their families, and university scholarships for children of military staff. Caring responsibilities are not considered in decisions about deployment. The exception was UN Women supported stress management sessions during COVID-19 pandemic for male and female officers after they served during the crisis. In addition, current (discriminatory) policy precludes both men and women from marrying during their two years at the Civil Defence College or during military training.⁵⁶

48. **Gender pay gap.** The difference between women's and men's average salaries is a measure of gender equality. In PSD, women and men are paid equally for the same occupation, rank level and tenure. However, gender discrepancies occur due to structural factors, which result in the average PSD women being paid less than the average PSD man. The lack of women at higher rank levels, fewer women in better remunerated occupations and women's length of service being less than men all contribute to a gender pay gap. This can be addressed by ensuring women have the same opportunities to reach senior ranks and facilitating the retention of women. Monitoring the gender pay gap each year is one way to measure the progress of gender equality initiatives and improved participation by women.

Dimension 12: Assignments, Deployments, Promotion, and Remuneration

49. The promotion system in PSD is subject to specific years of service in each rank, passing promotion examinations, and a unit leader's recommendation. Promotions are applied in accordance with the Public Security Law and are gender-neutral in terms of promotion criteria. However, it is not known how promotion boards make their decisions, or whether women are included on promotion boards (other than those boards specifically for female officers). The performance appraisal system assess staff according to the same criteria; however, there is no assessment of how well staff promote gender equality and meet the goals of the institutions gender strategy.

54. It is not permissible to bring children to the workplace unless there is a nursery. The Public Security Directorate has only three nurseries in the Women's Police Department, the Women's Reform and Rehabilitation Centre and the Warehouse Management.

55. The daily-work system for single women 3 x 3 or 4 x 4 or week by week, while married women can have a shift once a week or two weeks depending on the department in which they work because it is difficult for a married woman to leave the children and home for more than three days, and there are exceptional cases if she Single women have special circumstances that are exempt from duty, by order.

Women are denied opportunities to progress to senior positions, such as head of a department, head of a security centre, or a director in all departments of the General Security Service. This is because the higher percentage of the PSD workforce is men, and they hold the majority of senior positions. Women often only achieve progression through the ranks in the Women's Police Department, or the Women's Reform and Rehabilitation Centre.

50. Women also face obstacles relating to deployments to peacekeeping missions. Generally, this is limited to the percentage of women who hold the requisite language skills and Master diploma being low compared to men while it is opposite among general public. The overall ratio of female to male students in the Jordanian education system stands at a creditable 0.98, although it is lower in rural areas at 0.91. Female participation is higher in secondary education and above⁵⁷.

The JONAP⁵⁸ and PSD AWP⁵⁹ has expressly addressed this issue by providing English language courses to female officers to increase their opportunities and leadership in peace operations.

Dimension 13: Mentoring and Support

51. The success and progression of women in non-traditional workplaces will be assisted by enhanced mentoring, networking, and sponsorship programs. A wide body of evidence confirms that mentoring, networking, and sponsorship are essential for women's progression in non-traditional workplaces and provide benefit to employees and their organisations.⁶⁰ Mentoring should therefore be a strategic priority for developing leaders in PSD.

52. PSD currently provides a formal mentoring program for women which includes workshops and lectures related to religious guidance, security education, combating extremism, military discipline and linkage, gender mainstreaming, how to deal with the public, human rights, women, and children. This is done during official working hours and through a pre-set training plan, or as needed, through the follow-up of employees by the official or director and determining the extent of the need for guidance and orientation programs and their type. There is no association for women; this responsibility is assumed by the Women's Police Department.

Dimension 14: Infrastructure and Equipment

53. There are adequate facilities provided for women in PSD locations. This includes ablutions, accommodation, and change rooms. Measures are put in place to assist women on operations to access these facilities as required. Uniforms are provided to women; however pregnant women are permitted to wear civilian attire during their pregnancy (as maternity uniform is not available).

56. Pregnant or breastfeeding women cannot undergo military training during the training period.

57. Department of Statistics (DoS).

58. Outcome 1.2.

59. Output 1.2.1.

60. Australian Human Rights Commission. (2012). Treatment of Women in the Australian Defence Force. Sydney: Australia. P.31.

THEME F: INSTITUTIONAL CULTURE

Dimension 15: Understanding of Gender Issues and Relations Between Male and Female Personnel

54. DCAF Pathway 5 – Challenging institutional culture to increase women's participation and overall diversity – requires security institutions to ensure an inclusive culture using a framework of diversity and inclusion, and to demonstrate senior leader commitment through a top-down approach.

55. Effort has commenced (because of the JONAP and AWP) to address gender issues, provide awareness and specialised training, and to implement gender-related actions. All PSD staff receive the Code of Occupational Conduct and receive awareness lectures during their military training or study phase. The Code currently does not refer to any differences between the sexes but does lack consideration of the different needs of women and men. There is potential for the Code to be-redeveloped to achieve gender equality and non-discrimination. Additional PSD regulations, laws and instructions govern respectful working relations between men and women.

56. Steps to help shift the institutional culture can include:

- a. Robust policies relating to discrimination, harassment and bullying are in place, implemented and understood by staff.
- b. Gender champions, both women and men, who act as role models and sources of information on gender equality and diversity.⁶¹

57. Achieving change in institutional culture requires both top-down and bottom-up approaches. Strong leadership on gender equality has been demonstrated in many countries over the past decade through appointing gender champions.⁶² This has been most strongly demonstrated through the creation of the UN International Gender Champions (IGC) network, of which the current UN Secretary-General, Antonio Guterres, is a member. The ICG is a leadership network that brings together female and male decision-makers focused on breaking down gender barriers and making gender equality a working reality in their spheres of influence. The network comprises over 250 active Champions, both women and men, who are the leaders of UN member states, heads of international organizations and UN Permanent Missions, and CSO.⁶³

58. The ICG concept has been successfully applied at more local levels in the defence and security sector. By way of examples, in 2018, the Chief of Defence Staff of the Canadian Armed Forces (CAF), and the Canadian Defence Minister, appointed 'Defence Team Champions for Diversity for Operations', including a two-star officer, a senior non-commissioned officer, and a senior civilian. The Champions are responsible for advancing the WPS agenda and implementation of gender perspective in CAF and conducting key leader engagements to ensure a stronger and more effective security service.⁶⁴

61. DCAF, 2019b, p. 0-31.

62. DCAF, 2019a, p.36.

63. More information on the IGC network can be obtained from <https://www.genderchampions.com>.

64.

<https://www.canada.ca/en/department-national-defence/corporate/reports-publications/departmental-plans/departmental-plan-2019-20-index/supplementary-information-index/gba-plus.html>.

59. Gender Champions can:

a. advocate the important role of gender diversity in helping to increase organisational performance;

b. being an exemplar of positive and visible change by acting as a role model for all staff, and regularly communicating the benefits of diversity and its role in organisational effectiveness;

c. supporting initiatives that increase the representation of, and career pathways for, women; and

d. assisting in identifying and implementing targeted diversity initiatives.⁶⁵

60. These are strong examples of public commitment by senior leadership towards gender equality and increasing women's participation in leadership. While the GGC and Gender Office work practically to implement strategies and plans on gender equality, organisational gender 'champions' at senior levels can assist by role modelling on, and advocating for, the necessary changes need to achieve the gender equality objectives of PSD's AWP and the GMS. These champions can be at senior officer and non-commissioned officer levels. This meets the intent of Output 1.1.4 of Outcome 1.1 of JONAP, and will further enhance and strengthen accountability and leadership from within PSD.

Dimension 16: Leadership and Public Presentation

61. PSD's commitment to gender equality is expressed through orders and instructions and forming committees such as the GCC to ensure implementation. The importance of gender is indicated through meeting minutes, presentations, and strategic committee decisions. PSD emphasises gender equality goals in how it presents itself to the public by ensuring that both women and men and best field policing practices are deployed when dealing with the community. PSD is mindful of using gender-sensitive language and images.

62. PSD has demonstrated this leadership through the formation of a higher gender committee, comprising Heads of Departments, Heads of the Gender Office in the three forces, and Head of the GCC and deputy of GCC , to oversee the GCC and Gender TWG implementation of the JONAP, AWP and GMS.

⁶⁵. <https://www.defence.gov.au/Diversity/strategy/foreword.asp>.

ANNEX C: RECOMMENDATIONS ARISING FROM THE GENDER SELF-ASSESSMENT

Based on the findings of the GSA, and noting the TNA identified the need for an organisational culture that reinforced gender equality in the workplace in all respects of employment in PSD, I recommend that PSD:

1. Compile an annual report tracking the improved participation of women in PSD across the life cycle of service, to include but not limited to attraction and recruitment; training, education, learning and development; postings and deployments; talent and career management; retention; and workforce management.
2. Continue to support and demonstrate its senior leadership commitment to gender mainstreaming with the inclusion of a strategic objective to PSD's Mission Statement on the commitment of PSD to achieve gender equality and non-discrimination.
3. Assign senior officers (women and men) as gender Champions / Ambassadors who are visibly active in driving gender equality through implementation of the JONAP and GMS.
4. Improve accessibility to childcare services for both women and men to enable them to meet home caring and work-life balance responsibilities and improve workforce participation by women.
5. Strengthen nation-wide advocacy with the community to raise awareness of the benefits and importance of women's participation in security and peace operations. This could include investing in military retirees, especially women, to give lectures.
6. Develop and implement specialised training for women for professional development and leadership, to improve their representation, advancement, retention, and access to senior leadership roles. This should include:
 - a. the participation of women in senior decision-making committees and other committees considering the speciality and the rank;
 - b. setting targets for, increasing the number of, and better preparing, women in peacekeeping⁶⁶;
 - c. expanding the role of women (who hold bachelor's degrees in law) into the areas of Police Justice, Public Prosecution, and participation in investigation teams in criminal investigation, preventive security, and drugs; and
 - d. assigning various roles to women in traffic management and giving them opportunities in the motorcycle or the heavy machinery field.

⁶⁶. This could be achieved through supporting women in the field of force commanders or international observers or receiving administrative positions prior to deployment; intensification of English and French languages; supporting women's capacities to gain leadership skills in settlement, negotiation, and dialogue processes in conflict areas; and focusing on teaching SCR 1820 (which is specialized in addressing sexual violence in conflict situations) and related resolutions (1888, 1889, 1960).

7. Develop and implement Unconscious Gender Bias training (to address rigid gender roles/stereotypes, avoiding biases and discrimination and promoting women's participation in the institutions) for all staff responsible for HR management.
8. Develop and implement Gender Awareness training (online) for commanders and heads of departments as mandatory annual training, to ensure compliance with strategic direction and commitment on gender equality and to gender mainstreaming, and similar training for all staff through professional leadership programs.
9. Review all existing HR policies relating to all aspects of employment across the service life cycle, to remove any structural or policy-specific barriers to ensure women and men can advance and participate equally.
10. Ensure that performance indicators for all departments and units reflect a gender perspective including in the review, analyses and if required, design of those indicators.
11. Develop gender-sensitive retention policies, including provisions to allow staff (women and men) to balance their work with family and caring responsibilities.
12. Review and gender mainstream Codes of Conduct to ensure they include language on zero tolerance for discrimination, sexual harassment, GBV, and the responsibility to report any cases to relevant internal mechanisms.
13. Conduct a Workforce Structure Review to identify positions/roles/ employment categories currently closed to women and identify and remove barriers to women's participation. This should include a more inclusive approach of arranging a proper distribution of female staff and place them on the budgets of directorates and departments (in lieu of the Women's Police Department).
14. Regularly review and analyse a gender pay gap and address structural aspects if required.
15. Create targets for women's recruitment, overall participation, operational and field roles, and senior leadership roles, and measure progress through a M&E system and the proposed annual 'Women in PSD' report.
16. Create mechanisms, such as a talent pipeline or leadership program, to increase the participation of women and enhance the numbers of women promoted into senior leadership roles and adjust the promotion system to ensure that women are represented in leadership positions at a level that is commensurate with their overall participation rate.
17. Ensure all recruitment and promotion panels routinely include women and men, and review practices to ensure non-discrimination or bias towards women and equal opportunity.



18. Review and assess number of women required in each police station in regional directorates to meet services.

19. Establish uniformed women's professional network, to encourage sharing of experiences and increase communication, and to encourage more women to engage in front-line security sector roles, outreach, and advocacy with other women.

20. Develop and implement a mentoring program for women (to enable leaders to more meaningfully support women's advancement including career progression and support).

21. Conduct an Infrastructure and Logistics Review to address any gaps and deficiencies in providing the enabling/physical requirements for women recruits and officers including uniforms.⁶⁷

22. Establish mechanisms for systematic and regular consultation with communities and civil society, particularly with women's organizations to progress JONAP, as well as provision of services and access by women to all roles and levels in PSD.

23. Ensure all personnel are aware of the established mechanism for complaints against PSD personnel by other members of PSD regarding GBV, sex-discrimination, sexual harassment, and other human rights violations.

ANNEX D: GENDER TERMS

The key gender terms used in the *GMS* are outlined below.⁶⁸

Gender

Gender refers to the socially constructed roles, behaviours, activities and attributes that a given society considers appropriate for men and women, girls and boys, which determine our common understanding of masculinity and femininity. Masculine and Feminine are gender categories. Gender is learned; concepts of gender change over time and varies within and across cultures.

Gender equality

Equal opportunities, decision-making and outcomes for all genders. This involves the removal of discrimination and structural inequalities in access to resources, opportunities and services – in all areas of social, economic and political life. Achieving gender equality requires the promotion of equal rights, since equality between genders is an integral part of universal human rights.

Gender relations

The economic, social, and power relations between genders that are constructed and reinforced by the rules and practices of social institutions. Rather than considering genders in isolation, we need to consider the power, benefits, opportunities, and rights of different genders relative to each other.

Gender equity

Gender equity is the process of being fair, to ensure 'fairness' special temporary measures may need to be taken to compensate for historical or systematic bias or discrimination.

Gender mainstreaming

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies, or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic, and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Gender perspective

A gender perspective examines the impact of gender on people's opportunities, social roles and interactions. Including a 'gender perspective' requires an understanding that women and men have different experiences, access to resources, needs and interests.

⁶⁸ Australian Federal Police. (2018). International Operations Gender Strategy 2018-2022. P.21-22. Licensed from the Commonwealth of Australia under a Creative Commons Attribution 3.0 Australia License. The Commonwealth of Australia does not necessarily endorse the content of this publication. Retrieved from <https://www.afp.gov.au/sites/default/files/PDF/InternationalOperationsGenderStrategy.PDF>.

Gender lens

Applying a gender lens is a mechanism or approach of considering a program or policy with regard to how it will affect people of different genders differentially. Then incorporating gender-responsive considerations into planning, decision-making, policy and program implementation, monitoring and evaluation, and communications.

Gender discrimination

Gender discrimination, including that perpetrated against women girls, and gender non-conforming, is a violation of human rights. It includes direct and indirect discrimination and acknowledges the compounding effects of multiple and intersecting forms of discrimination that women and girls commonly face.

Gender Advisors

A member of staff whose specific role is to provide support to leadership, team members and partners to ensure that planning, delivery, and evaluation properly integrates gender perspective into all areas of operations.

Gender Focal Points (GFP)

A member of staff performing a dual role. In addition to their primary operational or professional responsibilities, employees appointed as GFP are responsible for supporting leadership, teams, and partner agencies in ensuring a gender lens is placed over operations and for the implementation of gender related initiatives.

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