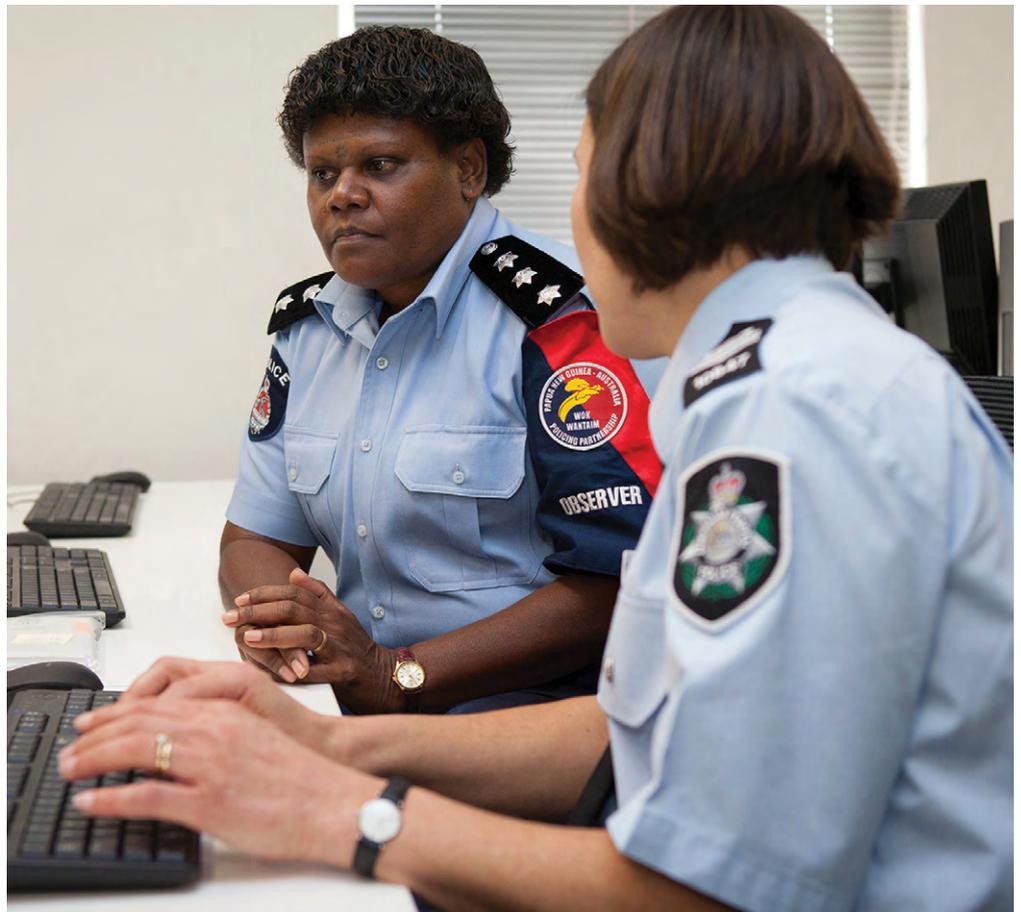


International Deployment Group

Gender Strategy



INTRODUCTION

The Australian Federal Police (AFP) International Deployment Group (IDG) promotes international security and socio-economic development through the provision of policing support for enhanced rule of law in developing, fragile and post-conflict countries. The AFP recognises that gender equality is integral to both security and development and is committed to the promotion and development of equal rights, responsibilities and opportunities for women and men, girls and boys.



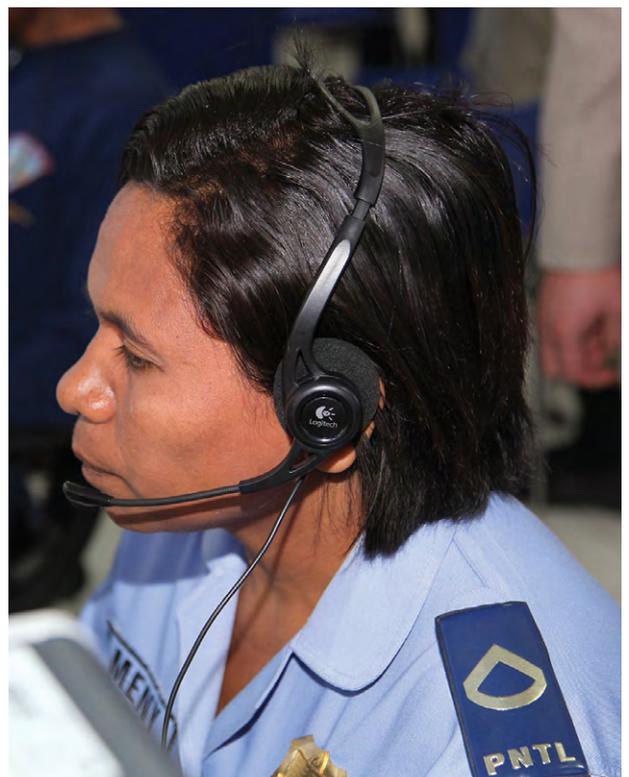
In keeping with the *Australian National Action Plan on Women, Peace and Security 2012-2018*, the Australian Government's Pacific Women Shaping Pacific Development initiative¹ and the *IDG Strategic Framework for Police Development*, the IDG supports and encourages equitable access to justice and security, and recognises the importance of the role of women in law enforcement and peace building activities to create strong, prosperous nations.

1 Announced in late 2012, Pacific Women Shaping Pacific Development is a 10-year \$320 million initiative which aims to improve political, economic and social opportunities for Pacific women.



The IDG Gender Strategy outlines the ways in which the IDG will operationalise its commitment to the promotion of gender equality and support for women in the states to which we are deployed. The strategy articulates the ways in which the IDG will:

- mainstream gender throughout all IDG activities (including recruitment and retention, pre-deployment preparation, mission design, mission implementation and mission evaluation);
- support partner country policing organisations to promote and develop the role of women in law enforcement; and
- support partner country policing organisations and civil society to promote equality and deliver services equitably, including through appropriate (lawful) responses to gender-based violence and crimes.



CONTEXT

Enhancing women's ability to participate in and benefit from development is an Australian aid program priority, consistent with best-practice in international development. In addition to being a basic human right, gender equality has been found to enhance productivity, improve development outcomes for the next generation and make institutions more representative.² The importance of gender equality is underscored by the plethora of gender-related commitments, conventions, plans and institutions that have been developed both internationally and domestically. These include but are not limited to the Millennium Development Goals,³ various United Nations Security Council (UNSC) resolutions (for example UNSR 1325, 1820, 1888, 1889 and 1960) and the formal 'women's departments' that exist in both developed and developing nations.

Gender refers to the socially constructed roles and relationships between men and women. Gender is therefore inherently malleable, being culturally constructed and responsive to change. While gender relates to both men and women, given global discrepancies between men's and women's human development, the term 'gender' most frequently arises in the context of discussions about women, their rights and opportunities.

The IDG operates in a variety of settings, performing two primary roles. In post-conflict environments it performs executive policing functions (typically as part of broader multi-lateral or regional efforts), and in fragile-state contexts (be they conflict-prone or recovered from conflict), it provides capacity development support for local policing institutions.⁴ In keeping with Australia's foreign policy priorities, while the IDG supports international efforts to promote peace globally, the majority of IDG efforts are concentrated in Australia's near region, particularly the Indo-Pacific.

Gender equality is a key issue for the law and justice sector, including police, in the majority of developing country contexts in which the IDG works. Women are grossly underrepresented in the sector (particularly in management and decision making positions), women have less access to the justice system than men, and women frequently receive inequitable treatment before the law, on the basis of their gender. In addition



to the problems faced by women, 'young men' are confronted by what is commonly referred to as a 'crisis of masculinity', on account of their changing role in contemporary society. This has significant implications for the law and justice sector because it is often young men who commit the majority of crimes.

Key issues confronting women working in the law and justice sector are low recruitment numbers, lack of opportunity for promotion and limited participation in management and decision making. Women who have been consulted in various communities report being frustrated with their limited knowledge of, and lack of access to, the formal justice system. The crimes from which women suffer most frequently are assault and rape, and many women feel unsafe both within their homes and in public. Against this backdrop, some women express dissatisfaction with their lack of control over their reproductive health, particularly their vulnerability to HIV/AIDS.

Within conflict zones, there is strong evidence that women and men experience conflict differently, with up to 90 per cent of casualties in contemporary conflicts being civilians, the majority of whom are women and children.⁵ Rape and sexual assault have become frequent weapons of war, occurring during times when access to support services is virtually non-existent.⁶ Yet women are not always victims. Women have played valuable roles in peace building processes throughout the world, including in Australia's neighbours Solomon Islands and Papua New Guinea (Bougainville), promoting non-violent means of conflict resolution and contributing to the development of peace.

2 World Development Report 2012.

3 The third MDG is to 'promote gender equality and empower women'.

4 The overwhelming majority of IDG work is capacity development.

5 UN Women, 2011, Women, War and Peace.

6 UN Women, 2012, Gender-Sensitive Police Reform in Post-Conflict Societies; Australian Civil-Military Centre, 2014, Conflict-related Sexual and Gender-based violence.

OBJECTIVES

OBJECTIVE 1: INTEGRATE A GENDER PERSPECTIVE INTO IDG POLICY AND PRACTICE.⁷

The IDG is committed to integrating a gender perspective into IDG policy and practice, both

domestically and internationally. Key issues to be addressed in pursuit of this objective include: women's representation in IDG operations; pre-deployment women, peace and security training; and, IDG design and evaluation processes. The specific ways in which a gender perspective will be integrated into IDG policy and practice are outlined below.

STRATEGY 1: In accordance with the AFP Workforce Diversity Strategy, promote women's participation in domestic and international IDG operations, including in decision-making positions, by analysing existing barriers to their participation and developing and implementing practical responses to them.

Target outcome: A *five percent increase* in women's participation in IDG operations (including at the executive level) is achieved by December 2015.⁸

STRATEGY 2: Ensure all members deploying to IDG missions have received training on women, peace and security as part of pre-deployment training requirements.

Target outcome: 100% of members have received training on women, peace and security prior to deployment to IDG missions by June 2015.

STRATEGY 3: Mandate gender analysis and the inclusion of explicit gender equality and development objectives in all IDG mission design documents.

Target outcome: All IDG mission design documents incorporate gender analysis and identify explicit gender equality and development objectives for the mission to achieve (ongoing).

STRATEGY 4: Strengthen IDG evaluation processes to ensure progress against gender equality objectives is measured.

Target outcome: All IDG internal and independent evaluations explicitly review mission progress against gender equality objectives (ongoing).

Target outcome: IDG Mission Commanders report against gender equality objectives through quarterly reporting processes and at the biannual Mission Commanders' conference.

⁷ Activities in pursuit of this objective demonstrate AFP progress against the following Australian National Action Plan on Women, Peace and Security (WPS) Monitoring and Evaluation criteria: 1a (number, title and description of relevant official and policy guidance documents that contain reference to the WPS agenda and associated resolutions); 2a (number and percentage of employees deployed in operations that have received training on WPS); 2c (number of Australian Government employees deployed and posted to conflict and post-conflict settings disaggregated by sex).

⁸ As at December 31 2013, 23% of AFP deployees to conflict and post-conflict settings were women, however, women constituted only 10.5% of executive-level deployees.

OBJECTIVE 2:

SUPPORT PARTNER COUNTRY POLICING ORGANISATIONS TO DEVELOP POLICIES AND PRACTICES THAT ENABLE MEN AND WOMEN TO PARTICIPATE EQUALLY AS EMPLOYEES.⁹

The IDG is committed to supporting the development of representative policing organisations, noting that the majority of partner countries (including policing

agencies) have existing commitments to the promotion of gender equality. Building upon gender analysis undertaken during the mission design phase, the IDG will assist partner countries to promote and develop the role of women in policing by addressing barriers to their participation through policy and practice. While explicit gender equality objectives will vary from mission to mission, at a minimum the IDG will implement the following strategies in all IDG missions.

STRATEGY 1: Raise partner country understanding of the need for sex disaggregated data (on both agency personnel and service users), and support the development/maintenance of systems to collect and analyse it.

Target outcome: An increased number of partner country policing organisations collect sex disaggregated data (ongoing).¹⁰

STRATEGY 2: Support partner country efforts to eliminate barriers to women’s participation (including at decision-making levels) through the development or reform of policies relating to recruitment, training, promotion, maternity leave, infrastructure development and housing.

Target outcome: An increased number of partner country policing organisations have gender-sensitive human resources and workplace policies (including but not limited to recruitment, training, promotion, housing and rostering policies).

Target outcome: There is a demonstrated increase in women recruited to and promoted in partner country policing organisations.

Target outcome: New partner country police organisation infrastructure caters to the specific needs of both men and women.

Target outcome: Career pathways are developed to ensure women are given the opportunity to perform relevant and meaningful operational police duties.

Target outcome: Policing programs that develop police officers’ understanding of the benefits of addressing gender-based crimes are developed and implemented.

STRATEGY 3: Support women in partner country policing organisations to participate in regional forums that promote the role of women in the law and justice sector.

Target outcome: Women in partner country policing organisations participate in regional forums and personal and leadership development programs.¹¹

9 Activities in pursuit of this objective demonstrate AFP progress against the following National Action Plan (1325) Monitoring and Evaluation criteria: 4b (description of strategies employed by the ADF and AFP to facilitate the engagement and protection of local women in peace and security efforts); and, 4d (description of institution-building strategies that promote WPS).

10 Ideally, partner country policing organisations would use such data for analytical purposes. Therefore, the current target outcome is a pragmatic recognition of the current baseline.

11 The target outcome will over time evolve into a requirement to demonstrate tangible outcomes from regional forums.

**OBJECTIVE 3:
SUPPORT PARTNER COUNTRY POLICING ORGANISATIONS AND CIVIL SOCIETY TO PROMOTE EQUALITY AND DELIVER SERVICES EQUITABLY, INCLUDING THROUGH APPROPRIATE (LAWFUL) RESPONSES TO GENDER-BASED VIOLENCE.¹²**

The IDG recognises that citizens in the majority of developing country contexts do not access law and justice sector services equitably. For example, women in many cultural contexts face challenges when attempting to travel without their husbands or

male relatives, are threatened when attempting to take law enforcement action against men, have lower literacy than men and find it difficult to interact with male law enforcement officials. In such contexts, the IDG is committed to assisting partner policing organisations to address the specific law enforcement needs of women, particularly in relation to gender-based violence, including supporting the development of relevant and effective legislation where it is absent. The IDG recognises the specific role of non-state actors in this space and is supportive of partnerships between police and non-state actors. Specific strategies to promote equitable service delivery are outlined below.

STRATEGY 1: Support partner country policing organisations to lawfully respond to gender-based violence.

Target outcome: All IDG missions support partner country policing organisations to lawfully respond to gender-based violence, as demonstrated through mandatory reporting (ongoing).

STRATEGY 2: Support civil society to deliver prevention initiatives and provide services to the victims of gender-based violence, in collaboration with partner-country policing organisations.

Target outcome: All IDG missions support civil society capacity to deliver prevention initiatives and provide services to the victims of gender-based violence, including through mandatory reporting (ongoing).¹³

STRATEGY 3: Support partner country policing organisations and civil society to engage with women during peace processes.

Target outcome: AFP-led executive policing missions in post-conflict states demonstrate concrete efforts to engage women in community recovery and peace building processes (ongoing).¹⁴

STRATEGY 4: Engage with domestic and international civil society actors in support of efforts to promote women's and girls' human rights.

Target outcome: The AFP is invited (and sends appropriate and knowledgeable representatives) to significant domestic and international forums relating to the promotion of women's and girls' human rights.

12 Activities in pursuit of this objective demonstrate AFP progress against the following National Action Plan (1325) Monitoring and Evaluation criteria: 3a (description of civil society activities funded by the Australian Government that pertain to WPS); 3b (description of approaches taken by the Australian Government to share information with civil society on the agenda); 3c (description of domestic educational activities that relate to the promotion of the WPS agenda); 4b (description of strategies employed by the ADF and AFP to facilitate the engagement and protection of local women in peace and security efforts); and, 4d (description of institution-building strategies that promote WPS).

13 The nature and extent of such support will be contingent upon local context, including the provision of support by other actors.

14 Although the AFP role in post-conflict states relates primarily to the re-establishment of law and order following formal peace negotiations, missions such as the Regional Assistance Mission to Solomon Islands have seen a broadened role for the AFP, which includes ongoing support for community efforts to promote and maintain peace.

IMPLEMENTATION AND GOVERNANCE

The IDG Gender Strategy will guide IDG business for a four year period from 2014-2018. All IDG business areas are responsible for implementing the strategy, including both domestic and international personnel. Areas of the IDG (and specific roles) with significant responsibility for implementation and oversight include:

- **Senior Executive:** Ultimate responsibility for ensuring implementation of the strategy (including increasing the involvement of women in IDG missions), and for the provision of high-level representation at external forums (when required);
- **Executive Support Team:** Responsibility for coordinating the implementation of the Gender Strategy on behalf of National Manager IDG and for the review of and reporting against the Gender Strategy;
- **Mission Component Coordination Centre:** Responsibility for the analysis of existing barriers to women's participation in IDG missions and the development of practical responses;
- **Design and Evaluation:** Responsibility for ensuring the integration of a gender perspective in IDG design and evaluation processes;
- **Training:** Responsibility, in consultation with the Mission Component Coordination Centre and the Senior Executive, for analysing and addressing impediments to the completion of pre-deployment training and ensuring all pre-deployment training incorporates gender training; and



- **Mission Commanders:** Responsibility for promoting, implementing and reporting on gender equality initiatives within IDG missions.

The IDG Executive Support Team will facilitate annual reporting on the Gender Strategy to the National Manager IDG. This is intended to promote implementation of the strategy, provide a vehicle through which reporting and information on IDG efforts to promote gender equality can be consolidated, and inform AFP contributions to National Action Plan progress reports (every two years).

The Executive Support Team, with support from Design and Evaluation, will also facilitate an independent thematic evaluation of IDG efforts to progress gender equality and address gender-related issues across IDG missions in 2016. This will provide the senior executive with a strategic overview of the ways in which the IDG is contributing to Australian Government efforts to promote gender equality in Australia's near region and enable the refinement of Gender Strategy objectives, strategies and target outcomes if required.

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