



## How to Make Gender Training for Security Sector Personnel More Effective

### Top 10 conclusions of an expert-group discussion

Women and men, girls and boys, experience peace, conflict and post-conflict situations in different ways. To satisfy their specific security needs, the military, the police, border guards, judicial and penal institutions, Ministries of Defense and Justice, among others, have to take gender perspectives into consideration.

Therefore, gender issues should be integrated throughout the security sector in order to guarantee equal access to security. In this regard, gender training can make a big difference in the lives of security sector personnel and civilians by creating a more democratic, inclusive and accountable security sector.

When properly implemented, gender training can help build the capacity of security sector personnel to take into account gender issues in their daily work. But how can training be made more effective?

From the 9 to 27 April 2007, more than 140 experts from various areas of the security sector, international organizations and civil society organizations worldwide exchanged experiences of good and bad practices and discussed how to best implement and evaluate gender training initiatives for security sector personnel.

The virtual discussion on *Gender Training for Security Sector Personnel* is part of a joint project of UN-INSTRAW (United Nations International Research and Training Institute for the Advancement of Women), DCAF (Geneva Centre for the Democratic Control of Armed Forces) and ODIHR (OSCE Office for Democratic Institutions and Human Rights). The issues raised during the three-week dialogue will serve as an input to a comprehensive *Gender & Security Sector Reform Toolkit* that will be launched at the beginning of 2008.

**The results of the virtual discussion include the following ten recommendations:**

#### 1) Address traditional male roles and norms in the gender training

Men are over-represented in the police, military, border guards, judiciary, government and other security and security sector oversight institutions. To effectively prevent and respond to gender-based insecurities, gender training needs to address issues of masculinities while discussing the concept of gender roles. Discussing issues related to masculinities such as social pressures upon men may help the participants to feel less alienated or criticized. It is crucial to emphasize that male security sector personnel and male civilians benefit from creating a gender sensitive security sector and are important actors in the process of improving security for all.

#### 2) Engage men as gender trainers

Recruiting men as gender trainers may be a good technique to improve the impact of gender training. Male trainers, especially trainers that work or have worked in the security sector, are often taken more seriously. Alone or in collaboration with a female colleague, male gender trainers may be better positioned to discuss how gender and security issues relate to men as well as women.

#### 3) Prioritize training for senior managers and officials

Strong support by senior management and a combination of a top-down and bottom-up approach to gender mainstreaming is a fundamental precondition for sustainable and fully institutionalized gender training. To enhance gender-responsiveness among top officials and executive managers, both must be targeted by specifically tailored gender trainings.

#### 4) Integrate gender training into regular security sector training

In the majority of cases, the time available for gender training is scarce. Incorporating gender issues into basic training for security sector personnel is one solution to the problem of lack of time. The advantage of this approach is to illustrate more clearly the relevance of these issues in all areas of work.

#### 5) Implement training as part of a broader gender mainstreaming strategy

Gender training needs to be part of a broader gender mainstreaming strategy. Examples of other gender initiatives that can be included in the strategy are:

- Policy changes through gender sensitizing current policies and creating new ones if necessary, such as a Code of Conduct.
- Structural changes such as establishing gender focal points.
- Programmatic changes, such as establishing community policing, civilian review boards and hotlines.
- Increased recruitment, retention and advancement of female staff.

**Gender Mainstreaming** is a strategy for making concerns and experiences of women as well as men an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all spheres so that women and men benefit equally and inequality is not perpetuated.  
ECOSOC 1997...

#### 6) Write an action plan or institutional policy that includes gender training

For a more sustainable impact, gender training should be part of the process to create and implement an institution-wide action plan for gender equality to ensure that the whole workplace takes gender issues into account. Creating a participatory plan or policy may facilitate the gender mainstreaming process and give top officials and implementing personnel a sense of ownership.

#### 7) Organize pre-deployment gender training for peacekeeping personnel

Many peacekeeping personnel do not receive pre-deployment or in-mission gender training despite international mandates such as UN SCR 1325. Pre-deployment training is important to improve gender-responsiveness among peacekeeping personnel before they arrive to the country of assignment.

#### 8) Benefit from collaboration between civil society organizations and security sector institutions

Develop gender training in cooperation with women's organizations in order to facilitate partnerships between women's NGOs and the military or the police and other security sector institutions. Women's organizations are often experts in gender-based insecurities and have extensive experience in gender training.

**Security Sector**  
Organizations and entities that have the authority, capacity, and/or orders to use force or the threat of force to protect the state and civilians. It also includes the civil structures responsible for managing such organizations.

#### 9) Ensure the use of gender-aware language

Gender trainers should use gender-sensitive language as well as concepts and terminology that are relevant for the specific work-context of the training participants.

#### 10) Carry out a long-term evaluation and identify indicators

Gender training is rarely evaluated and there are very few examples of long-term impact assessments. One suggestion is to ask the training participants to fill out evaluation forms several months after the training in order to evaluate changes in attitude.

Indicators used for measuring the impact of gender training include: the number of reported cases of gender-based violence; the number of arrests; survey of shelters for victims of violence.

Other indicators for long-term impact of gender training may be: partnerships and communication with local civil society organizations; use of sex-disaggregated data in investigations; and interviews with female security sector personnel regarding sexual violence, discrimination and harassment.