



اللجنة الوطنية الأردنية  
لشؤون المرأة  
The Jordanian National  
Commission for Women

October 2022 Case Study

# GENDER MAINSTREAMING IN THE SECURITY SECTOR IN JORDAN



Canada



Republic of Cyprus



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**Title of Case Study:** Gender Mainstreaming in the Security Sector in Jordan Case Study 2022

**Purpose of Gender Mainstreaming in PSD and JAF:** Strengthening the institutional capacity of security sector institutions as well as enhancing skills, knowledge and attitudes to mainstream gender and implement the Women, Peace, and Security agenda in security sector reform

**Region/Location of Gender Mainstreaming Efforts:** Amman, Jordan

**UN Women Implementing Section:** UN Women Jordan Country Office

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# ACRONYMS

<b>AWP</b>	Annual Work Plan
<b>DCAF</b>	The Geneva Centre for Democratic Control of Armed Forces
<b>EIGE</b>	European Institute for Gender Equality
<b>GCC</b>	Gender Coordination Committees
<b>GENAD</b>	Gender Adviser
<b>GFP</b>	Gender Focal Point
<b>GMS</b>	Gender Mainstreaming Strategy
<b>GSA</b>	Gender Self-Assessment
<b>GoJ</b>	Government of Jordan
<b>JAF</b>	Jordanian Armed Forces
<b>JNCW</b>	Jordanian National Commission for Women
<b>JONAP</b>	Jordanian National Action Plan on Women, Peace, and Security 2018-2021
<b>LO</b>	Learning Outcomes
<b>NATO</b>	North Atlantic Treaty Organization
<b>NCS</b>	National Communication Strategy
<b>PSD</b>	Public Security Directorate
<b>SSR</b>	Security Sector Reform
<b>TNA</b>	Training Needs Analysis
<b>UNSCR</b>	United Nations Security Council resolution
<b>YPS</b>	Youth, Peace, and Security
<b>WPS</b>	Women, Peace, and Security

## INTRODUCTION

1. Since 2018, the Government of Jordan (GoJ) has strengthened and institutionalised 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. Jordan is a leading country that has integrated gender aspects into security Sector Reform (SSR) to promote women's recruitment, retention, and advancement in leadership positions; adopting gender mainstreaming is one of the examples of its leadership and strong national ownership for implementation of United Nations Security Council resolution (UNSCR) 1325 (2000) on Women, Peace, and Security (WPS) moving forward.

## BACKGROUND

2. The GoJ has visibly demonstrated this commitment to WPS through several national policies, strategies, and priorities on gender equality. This has included the Jordanian National Action Plan on Women, Peace, and Security 2018–2021 (JONAP), the National Strategy for Women 2020–2025, a Gender Mainstreaming Policy, the Jordan Response Plan for the Syrian Crisis 2020–2022<sup>1</sup> and the Comprehensive National Plan for Human Rights 2016–2025. These national commitments are Jordan's strategic response to globally agreed policies, norms, and standards for gender equality, including UNSCR 1325 (2000) on WPS and the Convention on the Elimination of All Forms of Violence Against Women.

3. In partnership with the Jordanian Armed Forces (JAF), the Public Security Directorate (PSD), and Jordanian National Commission for Women (JNCW), and with the support of six key international partners – Canada, Cyprus, Finland, Norway, Spain, and the United Kingdom – UN Women has provided technical and financial support since 2019 through a Memorandum of Understanding (MoU) setting the framework for JONAP implementation and paving the way for a strategic partnership with Jordanian security agencies. The emphasis of the technical support is focused on the institutional capacity building of the security sector to mainstream gender through national and international peace and security efforts. This includes the implementation of projects designed to enhance women's participation in peace and security and meet national goals on gender equality.

## REFLECTIONS ON GENDER MAINSTREAMING EFFORTS

### Purpose of Gender Mainstreaming in the Security Sector

4. Gender equality is a key priority of JAF and PSD, and critical to ensuring the provision of gender-sensitive police, security, and humanitarian services. Both play an important role in strengthening the security and stability of Jordan and the protection of its citizens and communities. Their strategic vision is to be efficient and modern security institutions, providing services to the highest professional standard that complies with international best practices. To do this effectively, JAF and PSD must also promote gender equality, through being cognisant of, and removing, obstacles to women's full and meaningful participation in the security sector.

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<sup>1</sup> 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>.

5. Thus, the primary purpose of gender mainstreaming in JAF and PSD is to undertake a selected set of activities aimed at institutionalising knowledge, skills, and attitudes towards gender equality and a gender perspective in all peace and security efforts to achieve JONAP Strategic Goal 1 (Achieve gender-responsiveness and meaningful participation of women in the security sector and in peace operations). In this regard, gender mainstreaming is seen as the mechanism to help deliver practical (gender equality) benefits to women, including improvement in their recruitment, retention, and advancement, and facilitate strategic approaches to gender relations that would lead to positive change (for women and men) in key areas: policies, strategies, advocacy, legislation, statistics, indicators, procedures, and processes.

6. Both JAF and PSD have used a twin-track approach to gender mainstreaming: targeted interventions that focus on specific gaps and challenges to gender equality and integrating a gender perspective as a regular and routine part of policy and program development. 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 (1) improving gender equality and increasing women's participation in the security sector; (2) fulfilling women's human right to participate in justice and security, and to enhance difference and perspective; (3) increasing the security sector's responsibility to implement international commitments and policy on gender, gender equality and WPS; and (4) increasing the security sector's awareness and understanding of the importance of gender in sustainable peace and security efforts as well as in maximising operational effectiveness.

## Strategic Approach to Gender Mainstreaming

7. Underpinning initial gender mainstreaming efforts was the formulation of Annual Work Plans (AWP) by both JAF and PSD in 2019; the mechanism for implementation of the JONAP Strategic Goals. The AWP were designed to strengthen institutional capacity development on WPS issues and gender-responsive SSR. AWP activities have focused 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 mechanisms; and measures to increase women's participation in the security sector and in peacekeeping.

8. In 2020, senior leaders in JAF and PSD demonstrated their visible commitment to gender mainstreaming through 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, where they championed the integration of a gender perspective into their operations and actions to increase the number of women at all levels of the hierarchy as well as across international peace and security operations. Crucial to achieving this was the role of UN Women, through the MOU, in strengthening relationships with and between the security sector institutions for a transformative vision that connects gender mainstreaming in peace and security with justice and equality. An additional oversight body, the Gender Co-ordination Committees (GCC), were created to oversee development and implementation of gender mainstreaming plans and activities.

## Challenges to Gender Mainstreaming

9. Gender mainstreaming efforts to date, by JAF and PSD, have identified some challenges to the successful development and implementation of gender equality strategies and policies. Foremost is the small percentage of women in JAF (1.39% for field officers and 8.83% total women including uniformed and civilians) and PSD (5.6%),<sup>2</sup> with most ranks held below Lieutenant Colonel. This impacts the ability of women to be identified for leadership positions. This means that women are not contributing to, or involved in, senior leadership decision-making. This has the potential to overlook organizational issues impacting women, including their ability to progress their careers and achieve leadership roles.

10. Other challenges include a lack of managers' confidence in women's competencies, an unwillingness by men to work under the leadership of women, some managers not accepting the ideas and opinions presented by women (regardless of their rank), and a lack of understanding by staff of gender concepts and the need for gender mainstreaming. Some of these concerns have been addressed through several workshops and trainings with senior managers facilitated by UN Women and security sector gender staff, as well as the later appointment of senior men and women as Gender Champions.

## Gender Mainstreaming Methodologies and Tools

11. In early 2020, with UN Women support, PSD and JAF 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 a 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. The findings revealed that less men than women held a positive perception of women's entry, advancement, and leadership in the security sector or supported women's participation in peacekeeping missions. These findings identified the need for an organizational culture that reinforces gender mainstreaming as a core policy approach. The following best practice gender mainstreaming methodologies<sup>3</sup> were used to implement this policy approach.

12. **Gender Equality Training.** PSD and JAF, with the technical support of UN Women, developed a Gender Adviser (GENAD)/Gender Focal Point (GFP) course in 2020 to strengthen institutional capacity development on WPS and gender mainstreaming, which included Learning Outcomes (LO) that reflected and addressed the TNA outcomes. The course was piloted with PSD gender staff in August 2020 and conducted twice more for both PSD and JAF staff in 2021. The third course, conducted in June 2021, included the use of PSD gender and other staff to deliver modules.

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<sup>2</sup> 2020 data from Training Needs Analysis and Gender Self-Assessment.

<sup>3</sup> Recommended by the European Institute for Gender Equality. See <https://eige.europa.eu/gender-mainstreaming/what-is-gender-mainstreaming>.



13. **Gender Self-Assessment (GSA).** As a result of the GENAD/GFP course, JAF and PSD Gender Office staff gained the capability, skills, and confidence to conduct a GSA (or ‘gender audit’), as required by Outcome 1.1 of the JONAP.<sup>4</sup> In this regard, the gender audit was designed 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 the development of clear recommendations and an action plan to facilitate improved women’s participation. Using an international best practice format for a GSA developed by the Geneva Centre for Democratic Control of Armed Forces (DCAF),<sup>5</sup> the gender audits were conducted in September 2020, against the six themes of performance effectiveness: laws; policies and planning; community relations; accountability and oversight; personnel; and institutional culture.<sup>6</sup>

14. **Gender Monitoring.** A key activity of both the AWP and GMS for both JAF and PSD was the establishment of Gender Offices and appointments of GENAD and GFP, with a clear mandate and necessary resources to promote and support mainstreaming. This included developing the gender unit structure as well as job descriptions consistent with the outcomes required by the AWP and GMS. In this regard the JAF Military Women’s Affairs Directorate consists of two women GENADs (Head of Directorate and Head of Gender Office) and four officers both female and male. For PSD, the Gender Office comprises of a woman GENAD/Head of Gender Office and four male officers. PSD has also appointed a second woman GENAD under the Planning Directorate as a separate position responsible to support wider gender mainstreaming across the units and Directorates. PSD also has appointed 50 GFPs in the field offices across the Kingdom.

15. **Institutional Transformation.** For PSD, institutional transformation has been greatly enhanced by the appointment of five senior Gender Champions (four men and one woman of Colonel-Brigadier General rank) in 2021 as an indication of management and leadership commitment to mainstreaming. An Orientation Session was conducted initially by UN Women in June 2021 for senior PSD officials, the GCC, and gender staff on the concepts of Gender Champions. This was followed by a workshop in October 2021 for the selected Gender Champions on how their role could contribute to making PSD more gender responsive. Gender Champions were also provided with a draft Status Report template they could use to formally report to the Director of PSD on gender mainstreaming progress across all departments.

16. **Gender Mainstreaming Strategies.** The outcomes of the GSA (as noted in paragraph 13) informed the development, in 2021, of the JAF and PSD GMS and Implementation Plans.<sup>7</sup> The GMS serve as a strategic framework and an accountability mechanism to strengthen and institutionalise gender mainstreaming in security sector institutions as a key component of strategies, policies, and operations, and to achieve gender-responsiveness and meaningful participation of women in the security sector and in peace operations. The GMS have a range of activities to be completed between 2021 and 2024 and are guided by targets and indicators by which achievement will be assessed. Both strategies were adopted in 2021 under the patronage of the Chiefs of JAF and PSD.

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4 *Outcome 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.*

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

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

7 <https://jordan.unwomen.org/en/digital-library/publications/2021/gender-mainstreaming-strategy-for-jordanian-armed-forces---arab-army-2021-2024>

<https://jordan.unwomen.org/en/digital-library/publications/2021/gender-mainstreaming-strategy-and-implementation-plan-for-the-public-security-directorate-in-jordan>

17. **Gender Analysis.** The gender mainstreaming efforts by JAF and PSD, which includes the use of gender analysis to identify gaps in policies, has led to the development of guidelines, manuals, and other tools to support mainstreaming. This has included the 2020 [Pocket Guide for Public Security Directorate Family Protection Department Officers](#), to guide their responses to reports of gender-based violence, particularly during COVID-19, and the [Personal Guide for Uniformed Women of Jordan Armed Forces and Public Security Directorate](#) to support and assist women in preparing for, and meeting the challenges of, peacekeeping.

18. **Gender Awareness-Raising.** A key feature of UN Women's support to developing the gender mainstreaming capacity of JAF and PSD has been the conduct of awareness sessions and training for relevant officials to establish a resource base of relevant gender equality and mainstreaming expertise. This commenced in December 2019 with an awareness session for senior JAF and PSD officials on the strategic overview of gender mainstreaming in the security sector, and a separate session for working-level staff providing a strategic, operational and tactical overview of gender mainstreaming and its potential effects. This was followed in 2020 and 2021 with security sector gender staff completing the GENAD/GFP Course (see paragraph 12), and four targeted mentoring sessions in 2022 by UN Women with individual GENADs. UN Women has continued to provide gender awareness sessions for staff associated with the relevant gender mainstreaming methodologies outlined in the preceding paragraphs.

19. **Advocacy and Strategic Communications.** The [JONAP National Communications Strategy](#) (NCS) has a dedicated pillar on promoting women's participation and representation in peacebuilding and security operations. JAF and PSD have contributed to promote women's roles in different security operations and especially during COVID-19 response with technical support from UN Women. As a part of the communications strategy, a series of multimedia videos were produced and boosted on social media platforms. The JONAP NCS also served as a successful litmus test of the **most effective approaches to engaging target audiences** on these topics. Digital communication has been widely used including social media and digital platforms in terms of volume and frequency of communications. Through the 1325 Coalition Facebook page, UN Women's various online platforms, and the digital platforms used by key target influencers, the campaign continually delivered a stream of coverage that communicates key messages tailored to various audiences. The communications campaign for the JONAP I leveraged the power of visual storytelling to advance the WPS and YPS agendas among key social demographics, use of influencers, and youth engagement.

## Key Results Achieved

20. Reporting on gender mainstreaming results requires a shift from reporting on the activities undertaken to promote change and results to the concrete results achieved at national levels for gender equality and women's rights and empowerment. These results should be identified using evidence-based information (UN Women, 2022). Based on qualitative responses by JAF and PSD staff to survey questions regarding their perception of the efficacy of the gender mainstreaming program work, these results include:

- **Better policymaking and decisions.** The various trainings provided by UN Women in developing staff capacity for gender training helped increase their understanding on the concept of gender; the WPS agenda and its application in the security sector; and understanding the benefits derived from such processes. This has been aided by significant interest in and focus on the issue of gender by staff.
- **Better-functioning institutions.** There has been some change to policies such as granting a breastfeeding hour and paternity leave for staff. The program work has enhanced awareness of the importance of women's roles and the need to review existing policies and guidance to remove discriminatory practices. Positive impacts included increased acceptance by colleagues on the response to women in the workplace and increased unit efficiency.
- **More effective processes.** There has been an increase in the percentage of women in JAF and a greater understanding of the needs and concerns of women participating in peacekeeping operations. Most respondents felt the GMS was the most prominent output in the program work as it was aimed at institutionalising responses to gender and relevant solutions to empower women; this was viewed positively in the community.

## Key Gender Mainstreaming Products Delivered During the Project

21. Two key knowledge products have been delivered to date during the project.
  - a. *GENAD/GFP Course Strategic Training Framework and Curriculum*. As noted in paragraphs 12 and 18, a GENAD/GFP course was developed in 2020<sup>8</sup> by UN Women and delivered three times for JAF and PSD gender staff in 2020–2021. The Strategic Training Framework and Curriculum, published in 2021, consists of four Key Focus Areas that move participants through LO designed to progress from basic gender and WPS concepts through to how to conduct gender mainstreaming activities in security sector institutions. The course package, comprising the Curriculum, course program, master PowerPoint presentations for each LO, assessments, and all training materials, has been provided to both organizations for institutional implementation into existing training programs.
  - b. *PSD and JAF Gender Mainstreaming Strategies*. The GMS (see paragraph 16) were adopted in 2021 by PSD and JAF with technical support by UN Women. The GMS was a key action under their respective 2019 AWP as the mechanism for progressing gender mainstreaming efforts through to 2024. The GMS also serves as the public commitment to (and leadership by) senior JAF and PSD officials to implementation of the JONAP, implementation of gender mainstreaming, and the achievement of gender equality.

## Gender Mainstreaming Tools for Use in the Region

22. The Jordanian security sector has, since 2019, progressed gender mainstreaming as a significant and key platform for ensuring equality of opportunity for women and men and the empowerment and meaningful participation of women. Both JAF and PSD have been actively engaged in the process of building its gender mainstreaming capacity and delivering on gender equality outcomes and outputs. This has been achievable due to several tools that Jordan has demonstrated are context-appropriate and culturally acceptable to security institutions in the region.

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8 <https://jordan.unwomen.org/en/digital-library/publications/2022/06/gender-adviser-and-gender-focal-point-training-course-strategic-training-framework-and-curriculum>

23. **National Action Plans (NAP) on WPS.** In a presidential statement in 2004,<sup>9</sup> the UNSC encouraged national-level implementation of UNSCR 1325, through NAPs that outline a government's approach and course of action on WPS. This includes the objectives and activities that countries take, both on a domestic and international level, to secure the human rights of women and girls in conflict settings; prevent armed conflict and violence, including against women and girls; and ensure the meaningful participation of women in peace and security. The first NAP was developed in 2005, and since then, 98 countries (51%) have developed NAPs for the implementation of UNSCR 1325 and associated resolutions on women, peace, and security as of 2021. To date, eight MENA region states have adopted NAPs: Iraq (2014), Palestine (2017), Jordan (2018), Tunisia (2018), Yemen (2019), Lebanon (2019), and the United Arab Emirates (2021).<sup>10</sup>

24. In addition, the Executive Action Plan for the Protection of Arab Women: Peace and Security 2015–2030 was developed with UN Women's support and adopted in 2015. The strategy's legal framework is based on regional and international commitments and conventions on WPS, CEDAW, and protection of civilians. This strategy provides outcomes and strategic interventions and activities that support and enhance women's participation and representation in peace and security, including within national security sector institutions. Both this strategy and NAPs provide the opportunity for other Arab states to pursue and achieve similar goals to that of Jordan.

25. **DCAF's Gender Self-Assessment (GSA).** The GSA template used by JAF and PSD was developed by DCAF in 2011 and has been used in many national gender audits of security sector institutions. The GSA guide leads the user through an eight-stage process to assess a security sector institution, create an action plan to move the organization forward, and monitor and evaluate the plan's implementation. The assessment collects information across 16 dimensions of gender-responsiveness, grouped into the following themes: performance effectiveness, laws, policies and planning, community relations, accountability and oversight, personnel, and institutional culture. A best practice example is that of the Gender Impact Assessment of the Security and Defense Sector in Ukraine 2017,<sup>11</sup> conducted by UN Women in close consultation with the Ukraine Government and the five security and defense sector institutions. The GSA followed the DCAF template comprehensively and formulated sound findings and recommendations based on an analysis of the policies guiding the implementation of gender equality and SSR.

26. **GENAD/GFP Strategic Training Framework and Curriculum.** The requirement to develop training GENAD and GFP in the Jordanian security sector is an essential element of developing the capacity of JAF and PSD personnel to mainstream gender across all security sector activities. The GENAD/GFP Strategic Training Framework and Curriculum, completed in 2021, is based on best practice gender training and resources from various international organizations, including but not limited to the UN, the North Atlantic Treaty Organization (NATO), the European Institute for Gender Equality (EIGE), and DCAF. The Curriculum was informed by the results and findings of the TNA, resulting in LO specific to the Jordanian environment and context. This Curriculum is considered to provide a sound framework for the development of similar training in other Arab states.

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9 See <https://www.un.org/womenwatch/ods/S-PRST-2004-40-E.pdf>.

10 See <http://1325naps.peacewomen.org>.

11 See [https://womenua.today/UWC-library/unwomen/41-Gender\\_Impact\\_Assessment\\_Ukraine\\_2017\\_EN.pdf](https://womenua.today/UWC-library/unwomen/41-Gender_Impact_Assessment_Ukraine_2017_EN.pdf).

27. **Gender Analysis Frameworks.** Finally, the GENAD/GFP course also included training and capacity development for gender staff on the use of gender analysis frameworks to enable effective gender mainstreaming work. Gender analysis is a process that assesses situations for gender equality issues, develops responses to close the gender gaps, and redresses gender inequalities (Queensland Government, 2018). The GENAD/GFP course LOs on gender mainstreaming tools and conducting gender analysis provides an overview of the standard and internationally accepted frameworks used in international development. This includes the NAPRI Gender Analytical Tool most used by DCAF and NATO in SSR.<sup>12</sup> Examples of the institutions that provide gender analysis training, toolkits, and manuals include DCAF, NATO, EIGE, the Canadian International Development Agency, the European Commission, the International Labour Organization, UN Women, UNDP Development Program, other UN agencies, and the Organisation of Economic Co-operation and Development.<sup>13</sup>

## Limitations

28. It is noted that shortly after contracting the international consultant (from Australia) supporting the gender mainstreaming work program (in October 2019), and one visit by her to Amman to deliver awareness training for JAF and PSD staff (in December 2019), the COVID-19 pandemic required remote delivery of further training, and lockdowns and illness experienced by all personnel concerned, including JAF and PSD staff, caused delays. This limited the capacity of UN Women, PSD, and JAF to deliver the work within the original timeframe of 2019–2021.

## Lessons Learned Through Implementation

29. **Communications.** While the AWP and GMS had the highest-level approval in JAF and PSD, it was evident during awareness and training sessions that not all staff understood the need for gender mainstreaming, measures to support women, or how to ensure equality for women. The gender mainstreaming work program would have benefitted from a commensurate communications strategy to share the intent, purpose, and work program with all staff ahead of product development and delivery to ensure buy-in and opportunity to address any concerns.

30. **Engagement with civil society and women’s groups.** Noting the contributions of civil society and women’s groups to the development of the JONAP, and its inclusion in both the JAF and PSD GMS (Activity 3.3), it would have been preferable to have more engagement with these sectors during the development of the GMS, particularly for PSD who serves the community. This would have added feminist discussions to product development and delivery and created better coherence with the community whose support is needed for both PSD and JAF. COVID-19 limited the capacity of UN Women to consider and conduct engagements.

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12 See <https://issat.dcaf.ch/fre/download/131668/2694399>.

13 For more information, see <https://www.justice.qld.gov.au/about-us/services/women-violence-prevention/women/queensland-womens-strategy/gender-analysis/resources>.

31. **Institutionalisation of products.** During the work program, UN Women did not see evidence of JAF and PSD institutionalising gender mainstreaming products, particularly the GENAD/GFP course, with expectations that UN Women would continue to conduct the training. This is not sustainable in the long term. All course materials have been handed over to JAF and PSD. This course remains to be embedded into existing professional training courses at the most appropriate training facility. UN Women will take steps to reinforce this with JAF and PSD.

32. **Monitoring and evaluation (M&E).** UN Women is cognisant that an M&E process has not been developed to assess the efficacy of the GENAD/GFP course, noting that this training is an essential element of the successful implementation of the GMS. This requirement will be met through the implementation of Activity 3.5 in both the JAF and PSD GMS.

## CONCLUSION

33. Since 2019, the UN Women country office in Jordan has worked collaboratively with Jordanian security sector agencies, through an MoU, progressed gender mainstreaming as a significant and key platform for ensuring equality of opportunity for women and men and the empowerment and meaningful participation of women. Several products, strategies, and trainings, based on international best practice, have been developed to complement, supplement, and translate the requirements of the JONAP and build capacity within JAF and PSD to mainstream gender through national and international peace and security efforts. Despite some challenges to the percentage of women participating, and deference by some staff to gender equality measures, women feel the program of work has contributed to capacity building of both women and men in gender mainstreaming policy and practices, greater understanding of women's roles in peace and security, and a positive view by the community on women's participation. While the long-term benefits of the GMS are yet to be realised, following full implementation by 2024, the outcomes this program of work have established Jordan as a leader in gender-responsive security development within the Arab region.

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