



Geneva Centre for the Democratic Control
of Armed Forces (DCAF)

Occasional Paper - No 25

**Female Staff Associations in the Security Sector:
Agents of Change?**

Ruth Montgomery



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Forces (DCAF)**

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Geneva, August 2011

In Memoriam

Lt. Feima Vandi (1983-2011)

Founding President of Women in the Security Sector Sierra Leone (WISS-SL)

For her dedication, inspiration and belief in women's potential

About the author

Ruth Montgomery is a Canadian policing and criminal justice consultant. She has over 30 years of experience leading police, justice and public safety development and education initiatives nationally and internationally. Ruth retired as a Superintendent from the Edmonton Police Service after 27 years of service and established a consulting firm. She has directed policing and public safety policy and process development initiatives, conducted applied research, and has designed, developed and facilitated educational programmes. Many of her efforts have focused on leadership and management development, and on improving services and support for women.

Editor: **Kathrin Quesada**, Gender and Security Project Coordinator, Special Programmes, DCAF.

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Executive Summary

In most security sector institutions, women constitute a small minority of the personnel. Security sector institutions are infamous for their unfriendly working environments, which discourages recruitment and retention, and thus creates a vicious circle that perpetuates the minority status of women. At the same time, female security sector staff associations have multiplied, promoting networking and offering mutual support among members. Many of these associations have expanded their mandate to activities reaching beyond their members' welfare.

This occasional paper examines the structures, mandates and activities of a sampling of female staff associations and networks in the security sector, analyses whether and how they meet members' needs, and gauges the effect or influence they have had on changing policies and practices in their institutions and in the communities they serve. Research for this paper focused on 67 international, national, regional, and local female security sector associations and networks in the military, police, corrections, justice system, fire and emergency services, immigration services, and in national security bodies and private security companies from around the world.

Information gathered was analysed to assist in answering the following questions:

1. How do female staff associations address and support the interests and needs of their members?
2. What is the ability (realised or potential) of female staff associations in the security sector to effect change in security policies and practices?
3. What is the impact of the efforts of the associations upon their institutions?
4. What, if any, interactions do female staff associations in the security sector have with national and international agencies funding, implementing, or supporting security sector reform (SSR) processes?

This mapping is not globally representative of female staff associations and networks in the security sector. Consequently, this paper is limited to providing a partial overview that showcases the variation in association types, structures, mandates, membership criteria, activities, and affiliations in a variety of countries and regions around the world. The majority of associations identified and examined are concentrated in the police and legal domains, and their members are female police officers, judges and lawyers. Significantly fewer associations were identified in the military, corrections, fire and emergency services, immigration services, and in national security bodies and private security companies. None were found in the border services. Further research is needed to identify how many other associations and networks exist, as well as to determine to what extent they are prohibited or restricted by policy and culture, and to assess how they can be assisted to make them influential.

Of the 67 associations examined, 9 (13%) operate globally, 11 (16%) on a regional, multi-national level, 40 (60%) at national level, and 7 (10%) on a regional or local level. The geographical scope of associations examined is illustrated in Table 6.

Most associations fall under two distinct categories: those founded “organically” by their members – a bottom-up approach – and those established “top-down” by security institutions or larger associations, often as advisory bodies.

Membership criteria vary widely from one association to another. Some associations grant automatic and mandatory membership for all of their institution’s female staff; other associations have voluntary membership and may allow men to join as “supporters” or as full members. In a number of regional networks, especially those operating in government ministries or those acting as advisory bodies to other staff associations, representatives are selected by the “parent” organisation. Membership in regional networks also varies from one group to another. In some cases each participating country or security institution nominates a representative to the network. In other networks, all female staff whose country is a member of the association can become voluntary members.

Although structures vary, the majority of associations function with an elected executive body and/or a board of directors comprising, at minimum, a president, vice-president, treasurer, secretary, and members at large or, in the case of regional associations, representatives of each member country or organisation. The majority of boards are staffed by volunteers. Large organisations employ paid staff; however, smaller associations often operate without paid staff, or with a minimum of full or part-time paid staff, or with staff seconded from member organisations.

Funding sources also vary greatly from one association to another, ranging from members’ fees, contributions from national governments, international organisations, NGOs, and foundations to private sponsorships. Not surprisingly, the variation in funding sources coincided with organisations’ location in a developed or a developing country. The majority of European and North American female staff associations are funded by membership fees, private sponsorships, and revenues generated from conferences and educational initiatives. Several regional police networks are funded by member police organisations. Other networks and associations are supported through international development funds and police agencies with large memberships.

The majority of association mandates have both an internal and external focus; however, the degree to which the mandates focus on one or the other varies by organisation type, and the context in which the association operates. In general, associations of judges and lawyers, and sector-wide association purpose statements and mandates have a more external than internal focus, while many police, fire and corrections association mandates are internally focused. Regional, multi-national networks focus strongly on developing and enhancing relationships with partners and affiliates in their particular institution. Security sector-wide associations acknowledge the need to network and build relationships not only within the security sector, but also with government, NGOs, and community groups and associations. In contrast, most institutional associations do not emphasise the development of relationships and networks outside of their own security institution.

Internally focused elements of mandates are relatively consistent in all associations and networks. They centre on: addressing and supporting members’ needs; networking and relationship building; providing support services, communication and information sharing; acknowledging members’ contributions; and providing professional development

opportunities and mentoring. Externally focused elements of mandates vary significantly from one association to another. They include: increasing awareness of, and promoting women's rights; enhancing organisational and institutional relationships with the community; supporting government and local colleagues; demonstrating social responsibility; increasing the profile of issues and challenges confronting associations and their members; and, in some cases, providing services directly to a community.

Female staff associations have an important impact as agents of change within their institutions and in the security sector at large. Most importantly, these associations help coordinate and empower women as security sector personnel and as members of their communities and societies.

The study shows considerable potential for women's associations to play an important role in effecting changes in security policy and practice, and that these changes can have long-term, beneficial effects not just for women, but also for the organisations, institutions, and communities they serve.

Box 1: To be effective, women's associations must be strategically focused, and both proactive and responsive to changing contexts and needs:

- Representatives of the Association of Women Executives in Corrections, the British Association for Women Police, and the International Association of Women Police (IAWP) note that their associations have increasingly shifted, over the past several years, from being social, "sorority type" organizations to being much more strategically focused, business oriented associations dedicated to having impact and input on policy making decisions.
- The IAWP executives also noted that they recognize that to remain relevant to their members, they need to put increased emphasis on reaching out to members in all regions around the globe.
- Leanne Fitch, a member of the Canadian Atlantic Women in Law Enforcement (AWLE), and the IAWP Region 11 coordinator, noted a shift in AWLE from addressing issues specific to women to a broader focus on professional development, career support and mentoring. She also highlighted that the association has become much more accepted, and that women and men are recognizing that changes that improve women's lives in an organization also have a positive effect on men.

One of the main challenges faced by these associations – and non-affiliated female security personnel planning or creating their own organisation – is that models are hardly transferable from one country or institution to another. Mandates, structures, objectives, membership rules, priorities or even good or promising practices are highly context-dependent and cannot simply be copied from one organisation to another.

Association sustainability was a core issue for all persons interviewed, and is mentioned often in the documentation reviewed. The key to the sustainability of an association is to ensure that it is respected as a body that can demonstrate benefit and value to its members, its organisation, its institution and the community it serves, as well as having access to funding and institutional support. This requires strategic planning, sound implementation strategies, monitoring of activities and strong leaders and champions who can promote, support, and where appropriate, nurture the development of the association. Leadership support must be complemented by a committed membership – one that is clear on both the purpose of the organisation and the role of members in contributing to the association's goals and objectives. Responding to the need to evolve, associations have increasingly shifted from being social, "sorority type" organisations to being much more strategically focused and dedicated to influencing institutional policy and practice.

Box 2: Strong leadership - critical to maintaining momentum in organisations

Efforts to increase diversity in the Victoria Police Force, Australia between 1994 and 2001 failed. A new Chief who arrived in 2001 made female diversity and equity a priority. She established a women's consultative network, and introduced diversity training, flexible work arrangements, and strategies to attract and retain women. The percentage of women recruits increased from 33.6% in 2001 to 47% in 2005. The greatest gains were in part-time, ongoing positions. The authors conclude that it was "having an explicit set of values and attendant behaviours, and a leader who modelled the desired values, that contributed to the institutionalization of a new, more inclusive culture at the Victoria Police Force."

Recommendations

Research drew attention to a number of areas in which local, national and international actors could contribute to the development and enhancement of female staff associations and networks and thereby contribute to gender mainstreaming, promoting equal participation of women and men in the security sector, and by extension improving the communities which they serve.

For donors, international and regional organisations:

- Earmark funding and micro grants for projects run by female staff associations that address members' needs and support institutional change in policy and practice.
- Assist female staff associations in building a sound fundraising capacity and develop their ability to mobilise resources.
- Build the capacity of female staff associations in organisational management, internal governance and accountability, leadership and advocacy.
- Provide opportunities for technical capacity building such as courses on monitoring and evaluation, project development and computer training.
- Include female staff associations as interlocutors when planning and developing capacity-building programmes for security institutions.

For governments and security sector institutions:

- Provide female staff associations with access to funding and sustainable institutional support.
- Facilitate female staff associations' access to policy making and high-level decision makers through regular consultations.
- Routinely include representatives of female staff associations in discussions related to internal policies.
- Help boost the leadership and management skills of female security sector personnel through education, mentoring and professional development.

- Promote awareness of the role of female staff associations amongst security sector personnel, for example by including features on the association in official newsletters, bulletin boards and on web pages.

For civil society organisations:

- Play an active role in supporting female staff associations through advocacy campaigns and lobbying, in order to raise public awareness of their mandates and objectives.
- Build or strengthen alliances with female staff associations to effectively address the security needs of local communities through regular meetings between associations, security sector personnel and local women's organisations.
- Support the strengthening of female staff associations through capacity building activities, audits, assessments and evaluations.

For female staff associations:

- Engage and nurture relationships and partnerships with a broad range of stakeholders, including governments, NGOs, community organisations and the private sector, and work collaboratively with them to identify where they can have the maximum impact.
- Adapt the organisation's structure and mandate to the context in which it will operate. Different organisations support their members' needs and operate differently. These differences must be carefully considered before a new organisation is established, an existing organisation is modified or strategies are developed and implemented.
- Develop a strong internal governance framework adapted to local constraints and mandates, including clear internal accountability and oversight mechanisms.
- Ensure that the association's governance structures are representative of the diversity of its constituency in regards to ethnicity, religion, language, geographic origin, institutional affiliation, rank and function, etc.
- Be broadly and strategically focused and clearly articulate your purpose and priorities. Develop business and strategic plans to guide your activities.
- Promote data collection and analysis as a foundation for evidence-based decision making and to determine if association efforts are having the desired impact and what type of activities generate maximum value for the time and energy invested.
- Develop mechanisms to identify and broadly share lessons learned and best practices.

- Encourage and facilitate networking to broaden outreach and promote cross-pollination of ideas and collaborative efforts among members and between associations.
- Develop and implement stronger monitoring and evaluation systems to better track their impacts. Demonstrating impact could also help to mobilise financial resources.
- Facilitate development of a resource centre that includes a repository of information of interest to and use by members and women's associations working on related issues.

Female Staff Associations in the Security Sector: Agents of Change?¹

Ruth Montgomery

1. Project Overview

1.1 Definitions

Security Sector

Though there are many different definitions of the security sector, for the purposes of this paper the security sector is broadly defined as “structures, institutions and personnel responsible for the management, provision and oversight of security in a country.... [It] includes defence, law enforcement, corrections, intelligence services and institutions responsible for border management, customs and civil emergencies. Elements of the judicial sector responsible for the adjudication of cases of alleged criminal conduct and misuse of force are, in many instances, also included. Furthermore, the security sector includes actors that play a role in managing and overseeing the design and implementation of security, such as ministries, legislative bodies and civil society groups. Other non-State actors that could be considered part of the security sector include customary or informal authorities and private security services.”²

Female Security Sector Staff Association

Though no formal definition exists, for the purposes of this paper, a female security sector staff association is broadly defined to be an organisation or network that brings together women working in one or more security sector institutions. Its aims will generally include supporting female staff in their professional roles, and may extend to promoting policies and practices that advance the participation of women in the security sector and/or improve services to women and girls. Female security sector staff associations may be mandated by government, organised by the security sector institution, or independently organised by female staff.

1.2 Methodology

This paper is based on focused desk research (review and analysis) of English and German language sources of female security sector staff associations, such as books, academic papers, newspaper articles and online sources, including the review of:

¹ The author would like to thank Kathrin Quesada for her invaluable project guidance and support, and Daniel de Torres, Ana Dangova Hug and Miranda Gaanderse for their help in editing and analysing drafts of this occasional paper. The author would also like to thank Erika Wietinger, Hilde Segers, Cecilia Mazotta, Jennifer Salahub, Karin Grimm, Megan Bastick, Anike Doherty and Kristin Valasek for their very useful comments on the draft of this paper, and Anthony Drummond for his language review. Finally, the author extends her thanks to all the persons interviewed.

² UN General Assembly and UNSC, ‘Securing peace and development: the role of the United Nations in supporting security sector reform’, report of the Secretary-General, A/62/659-S/2008/39

- Institutional policies establishing female staff associations
- Founding documents and statutes, mandates and membership rules
- Annual and financial reports, as well as relevant thematic reports

In addition, individual interviews were conducted with persons active in security sector reform, with a particular focus on women's issues in security sector reform to gain understanding of the number and variety of female staff associations in the security sector and to identify potential sources to augment information. Findings were used to develop a research framework to help answer the following questions:

- How do female staff associations address and support the interests and needs of their members?
- What is the ability (realised or potential) of female staff associations in the security sector to effect change in institutional policies, including human resources policies?
- What, if any, is the impact of the efforts of the associations upon their institutions?
- What, if any, interactions do female staff associations in the security sector have with national and international agencies funding, implementing, or supporting security sector reform processes? *and to*
- Make recommendations on how external actors can contribute to strengthening female security sector staff associations as agents of change, based on research findings.

Preliminary research revealed that the amount of information readily available on female staff associations in the security sector was limited, and that significant foundational information was needed to conduct the analysis required to answer these questions.

Foundational information sought included:

- Association or network name
- Contact information
- Scope, mandate/purpose
- Institution status
- Organisation structures
- Funding sources
- Membership criteria
- Major activities
- Affiliations

Internet research and email and telephone interviews were selected as the most appropriate means of collecting information, given the time, resource, financial, and language constraints. A series of questions to guide discussion was then formulated with the input of DCAF staff (Appendix 1).

Security sector female staff associations identified were grouped by institution: military, police, corrections, justice system, fire and emergency services, immigration, national

security bodies and private security companies from around the world. It became apparent that there are significantly more female staff associations and networks in the police and justice sectors than in other security sector institutions.

Given resource constraints, it was decided that where several associations and networks were identified within an institution, only a sample selection would be included in this paper. The selection process sought to ensure the inclusion of associations from all geographic regions and a wide variety of security sector institutions, and to take in well established, newly established, large, small, and local, regional, national and international associations.

Summaries developed from information gathered can be found online at www.dcaf.ch/publications. Despite efforts to gather all foundational information identified above, the amount and type of information available for each association and network varied considerably, resulting in non-standardised summaries.

Overall, the research for this paper lasted nine months, starting in April 2010.

1.3 Limitations

The mapping of female staff associations and networks is not comprehensive or scientifically representative of female staff associations and networks in the security sector. Rather, this paper provides an overview of diverse women's associations and networks operating in security sector institutions in a variety of countries and regions around the world.

Information on associations included in this paper is restricted to those groups and organisations for which information was readily accessible via literature, the Internet or by telephone in English or German. Unless identified by a source, associations without an Internet presence are not included in this paper.

Constraints imposed by the sampling technique, access to and accuracy of information, currency, language, time and resources are described in more detail below:

Sampling Technique

Attempts, beyond Internet research, to identify associations and contacts were dependent on the knowledge and networks of persons contacted. Contacts ranged from country directors of justice development projects (Canada, Vietnam) to gender advisors (Afghanistan, Canada, Democratic Republic of Congo, Germany), police and security industry trainers, regulators, and related specialists (Abu Dhabi, Canada, India, Qatar, United Arab Emirates, USA), military researchers and commanders (Canada, South Pacific, UK, USA), and persons working in a variety of governmental and non-governmental organisations. Examples include the International Centre for Criminal Law Reform and Criminal Justice Policy (ICCLR), the US Bar Association Rule of Law Project (China), the Southeastern and Eastern European Clearinghouse for the Control

of Small Arms and Light Weapons (SEESAC), the Organization for Security and Co-operation in Europe (OSCE), the Security and Defense Network of Latin America (RESDAL), the European Organisation of Military Associations (EUROMIL), the United Nations (UN) Mission in Sudan, the UN International Research and Training Institute for the Advancement of Women (UN-INSTRAW - Dominican Republic), the Geneva Centre for the Democratic Control of Armed Forces (DCAF), the Global Network of Women Peacebuilders, the Pearson Peacekeeping Centre, and the International Network to Promote the Rule of Law (INPROL). It is reasonable to assume that many other associations exist that were not consulted or researched.

Among the associations and networks identified, those selected for inclusion in this paper are intended to reflect a range of security sector institutions and association types. Findings cannot be generalised to the broader context without considerable additional effort.

Access to Information

Obtaining information on female staff associations in the security sector proved challenging. In many cases available information is very limited. For example, the African Women Prison Association has disseminated two *Correct Woman* newsletters that highlight women in corrections, present an overview of past and upcoming activities and promote corrections training in Africa. Although the newsletter indicates that “membership is open to all female prison wardens and officers and all others involved in prison development activities,” attempts to establish contact via email were unsuccessful. While it appears that this association is currently operational, there was insufficient information available to include it in this review.

Information on a significant number of associations was gleaned from media reports of meetings, formations of associations, and activities planned. In many cases organisations and individuals were mentioned by name. However, time and resource limitations precluded further efforts to establish contact to confirm the credibility and reliability of the information provided.

In a number of instances reliable sources indicated that a particular association existed; however, if further information could not be located or requests for information were not answered, such associations were not included in the review.

Accuracy and Currency of Information

It is difficult to verify the accuracy and currency of information found on websites. Only very few websites indicate when they were last updated. This calls into question the veracity of information located. For example, Internet research identified an Afghan Women Judges Association. Research to verify this information suggested that the Afghan Women Judges Association had been replaced by the Afghanistan Progressive Law Organization. Further research and eventual contact with the president of the Afghan Women Judges Association determined that the association was suspended in 2008 after a Supreme Court ruling that female judges cannot form or belong to an association. The president advised that the association will not be reconstituted until such

time as this decision is amended and the risks associated with continuing association operations are reduced.

Language

Email and telephone interviews were conducted in English and German. Where possible, material provided in other languages was translated using Google Translate. However, as it was not possible to search for information in other languages, it is reasonable to expect that significant amounts of information were not accessed.

2. Introduction

“I was the only female in the regiment and the only female officer on the base (...) I just did not fit in – there was no comfortable slot to put me in. That sense of isolation was with me for some time (...) I had a friend who was in a similar situation (...) We kept in touch by telephone and helped each other through it. There was no active network. No mentorship. There was no one else like me, but it was important to find at least one person with whom I could share my experiences.”

Major Anne Reiffenstein³
Canadian Armed Forces

The essence of this quote, repeated many times in discussions with women and men throughout this review, highlights the need and value of connecting women with other women in their profession to share experiences and perspectives, and to learn from and support each other. Female staff associations provide opportunities to not only connect women, but to work collaboratively with others to enhance their roles in the security sector, and to support their efforts to improve work environments and processes.

DCAF identified through its current work on gender and security sector reform that although female staff associations and networks in the security sector appear to have the potential to positively impact the work and private lives of women working in the sector, there is no consolidated information available on these associations and networks, and information on individual associations is limited and often difficult to access. This paper was therefore commissioned to identify and summarise information about female staff associations and networks in the security sector and then to analyse the efforts of those associations as agents of change.

This research is intended to contribute to providing a clearer picture of existing female security sector staff associations, their mandates, structures and activities, and to enhance understanding of how associations address the interests and needs of their members. The paper will also gauge if female staff associations have been able to change their institutions to better meet the needs of female staff. Finally, it offers recommendations on how external actors and security sector institutions themselves can best support female staff associations.

³ Reiffenstein, A., *Gender Integration - An Asymmetric Environment, Women and Leadership in the Canadian Armed Forces: Perspectives & Experiences*, ed. Davis, K., (Canadian Defence Academy Press: Kingston) 2009, p. 3.

The research is intended to be a resource for persons and groups interested in establishing and supporting female staff associations, and in identifying leading and promising practices that support and enhance the role of women in the security sector in developed, developing, and post-conflict countries.

It examines 67 staff associations in the military, police, corrections, justice system, fire and emergency services, immigration services, national security bodies and private security companies from around the world.

It compares and contrasts jurisdictions, mandates, structures, membership requirements, activities, and affiliations of these associations, and then explores the differences these associations have made for their members, their institutions, and their communities.

3. Analysis of Findings

3.1 Female Staff Associations: An Overview of Association Types, Sectors and Regions

Association Types

The majority of associations identified and examined are police and legal – female judges and female lawyers – associations. Significantly fewer were identified in military, corrections, fire and emergency services, immigration, national security bodies and private security companies, and none were found in the border services. Significant further research would be required to determine how many other associations and networks exist, and to find out whether the fact that they do not exist in certain places is due to restrictions dictated by culture, national legislation, or institutional policy.

The bulk of information found was for African, European and North American associations. Efforts to identify associations in Central and South America, the Middle East, and large parts of Asia met with negative results. Although they had no knowledge of women’s associations or networks in Latin America, Red de Seguridad Defensa de América Latina (RESDAL) provided examples of several Latin American efforts to support UN Security Council Resolution 1325 and UN peacekeeping operations. Initiatives included annual meetings of Central American and Caribbean high-ranking policewomen since 1998 to “seek to incorporate gender perspectives into both the internal sphere and the rendering of services”⁴ and to debate and make recommendations on issues ranging from training to the removal of barriers to the entry and promotion of women. In another example, a meeting of 120 female police officers from 12 Latin American countries was held in Bolivia in 2009 to discuss “the persistence of discrimination and violations of their rights”⁵ and to develop the *Declaration of La Paz*, which recommends changes needed to promote gender equality, end discrimination and ensure the rights of women police are protected.

⁴ RESDAL, *Women in the Armed and Police Forces: Resolution 1325 and Peace Operations in Latin America* (RESDAL: Buenos Aires) 2010, p. 90

⁵ www.LosTiempos.com (Nacional) 5 November 2009

Several responses to enquiries indicated that there are no female staff associations in existence in particular institutions in some jurisdictions. For example, the Hong Kong Police Force was cited as an organisation that prides itself on being gender neutral, and that as a result there are no gender-specific police associations in Hong Kong. However, several Hong Kong women officers indicated that they participate in informal female networks and that they are members of the International Association of Women Police (IAWP).

Geographic Distribution of Associations

The associations and networks examined are distributed geographically as illustrated in Table 1.

Table 1: Geographic Distribution of Female Staff Associations by Institution Type⁶

	Global	Africa	Asia	Australia, New Zealand & Pacific Islands	Caribbean	Europe	North America	Total by Institution
Police	2	11	-	2	2	9	4	30
Corrections		1	-	-	-	-	3	4
Fire & Emergency Services	1	-	-	2	-	1	-	4
Military	-	-	-	-	-	1	2	3
Immigration	-	2	-	-	-	-	-	2
Private Security	1	-	-	-	-	-	-	1
Judiciary	1	-	1	-	-	1	-	3
Lawyers	4	5	5	1	-	1	1	17
Sector Wide Associations	-	2	-	-	-	-	1	3
Total by region	9	21	6	5	2	13	11	67

Female Police Staff Associations

Of the 30 police female staff associations and networks examined, 2 are global associations, 11 are in Africa, 9 in Europe, 4 in North America, 2 in the Caribbean, 2 in Australia, New Zealand and the Pacific Islands, and none in Asia. All 8 of the 20 police associations about which information was obtained indicated that they are affiliated with the International Association of Women Police (IAWP). Five of these associations –

⁶ Figures as researched by the author



The above distribution by institution type and region is not necessarily indicative of the total number of associations, but rather reflects the distribution of associations included in this study, which were identified through Internet and personal contact research.

the Atlantic Women In Law Enforcement (Canada), the British Association for Women in Policing, the European Network of Women Police, the Los Angeles Women Police Officers and Associates, and the South African Police Women’s Network are formal affiliates of the IAWP as defined in the IAWP Constitution.⁷ The other 3 associations are informally affiliated with the IAWP.

Table 2: Police Female Staff Associations

No	Acronym	Full name	Country	Major activities
Global				
1.		International Association of Islamic Police Women	Afghanistan	(currently inactive)
2.	IAWP	International Association of Women in Police	Based in Canada	<ul style="list-style-type: none"> ▪ Annual Conference – brings together 40-65 speakers and 400 + delegates and is the primary outreach and networking initiative of the association. ▪ Outreach – the association is dependent on regional coordinators to reach out to women and female staff associations in their respective regions to promote the annual conference, identify promising practices, and establish and promote linkages and relationships. ▪ Scholarship and Awards – the association sponsors annual scholarships and awards for Officer of the Year, mentoring, leadership, community service, excellence in performance, medal of valour, civilian achievement, international efforts and IAWP affiliate recognition.
Africa				
1.		Botswana Women Police Network	Botswana	n/a
2.		Ghana Police Ladies Association	Ghana	<ul style="list-style-type: none"> ▪ 90 policewomen have served in international peacekeeping missions. ▪ Service-related roles for victims of domestic violence have assisted in establishing the latter as a crime. ▪ Women are promoted to work in roles traditionally reserved for men.
3.		Mozambique Police Women’s Network	Mozambique	<ul style="list-style-type: none"> ▪ Organises capacity-building workshops for female police officers. ▪ Holds workshops on the role of female police officers during elections.
4.		Namibia Police Service Women’s Network	Namibia	<ul style="list-style-type: none"> ▪ Plans to hold workshops for all men and women in the police service to help them gain improved understanding of the need for and importance of the women’s network. ▪ 79 female police officers have been deployed to Darfur.
5.	SAPS Women’s Network	South African Police Women’s Network	South Africa	<ul style="list-style-type: none"> ▪ Reviews service conditions, including equality in the workplace, rights equality, productivity and access to health care. ▪ Trains mentors at national level who then provide support to other women. This process will eventually be replicated at all levels of the SAPS. ▪ Regional forums are held for the Women’s Police Network.
6.	SARPCCO Women’s Network Sub-Committee	South African Regional Police Chiefs Cooperation Organisation Women’s Network	South Africa	<ul style="list-style-type: none"> ▪ Seminars aim to present information sharing, knowledge development and networking opportunities to participants.

⁷ Article 4, Section G of the IAWP Constitution. <http://www.iawp.org/about/constitution.htm>. There are other associations which are formal associates with the IAWP, most of them North American based, such as: Chicago Police Women’s Association, Connecticut Association of Women Police, Georgia Women in Law Enforcement, and Missouri-Kansas Women Police

* Eight of the twenty police associations for which information was secured indicated that they are affiliated with the International Association of Women Police

		Sub-Committee		
7.		Tanzania Police Women's Network	Tanzania	<ul style="list-style-type: none"> Addresses issues of sexual and gender-based violence through gender units and victim support units in 18 police stations. Works with NGOs, schools, prisons, and other community-based organisations to connect the police with the community to help ensure a safer environment.
8.		United Nations Mission in Sudan Women's Network and the Sudan Police Women's Network	Sudan	<ul style="list-style-type: none"> Organises quarterly meetings, open forums, meetings, training, conferences, social events, recreational activities, and charitable activities such as fundraising for orphanages and help for women in camps. Trains women to take on new responsibilities – e.g. traffic control, and sexual assault and child abuse investigations.
9.	WAPWA	West African Police Women Association	Nigeria	n/a
10.		Zambia Police Service Women's Network	Zambia	<ul style="list-style-type: none"> Endeavours to remove barriers to equal and effective participation of women and men in the formal and informal education and employment sectors.
11.		Zimbabwe Republic Police Women Network	Zimbabwe	n/a
Europe				
1.		Belgian Association of Women Police	Belgium	<ul style="list-style-type: none"> Shares knowledge and experience of policewomen in Belgium with other European police forces. Promotes mutual support between Belgian policewomen and other policewomen in Europe. Promotes research on optimal operational practices for policewomen.
2.	BAWP*	British Association for Women in Policing	UK	<ul style="list-style-type: none"> Acts as a consultative body representing female interests to Home Office ministers and their staff, and invites Home Office representatives to speak at association events. Organises twice yearly Professional Development Days on topics ranging from body armour for policewomen, building alternative working practices to violence against women.
3.		Estonia Police Women's Network	Estonia	<ul style="list-style-type: none"> Organises practical information seminars, and training days on topics ranging from the application of equal rights to protocols for State visits, English language courses, ethics and the prevention of corruption. Promotes joint activities, projects, studies and initiatives with other women's organisations. Conducts evaluation studies to gauge the perception of policewomen's networks.
4.	ENP*	European Network of Policewomen	The Netherlands	<ul style="list-style-type: none"> Exchanges knowledge, information and experiences within the European Police organisations. Organises network training and roundtable meetings for both female and male police officers to promote the exchange of best practices, new initiatives, information and learning. Stimulates international research and training to maximize lessons learned for all police officers in Europe.
5.	HOW	Home Office Women	UK	<ul style="list-style-type: none"> Organises training and development sessions on self defence, women's health and management skills. Collaborated with British Firewomen and Policewomen networks to host an event in celebration of 100 years of International Women's Day in March 2011.
6.	NAMP Women's Group	National Association of Muslim Police Women's Group	UK	<ul style="list-style-type: none"> Organises conferences focused on issues identified by members in 2008 and 2009. Set up a mentoring and coaching initiative. Determines action priorities in alignment with NAMP Women's Group and national policing priorities.
7.		National Transgender Police Association	UK	<ul style="list-style-type: none"> Provides transgender training. Works on policy review and guidance. Participates in events that increase the profile of the association in the service and in the greater community and public at large.

8.	WPON SEPCA*	Southeast Europe Women Police Officers Network	Bulgaria	<ul style="list-style-type: none"> Raises awareness of the position of women in police forces in Southeast Europe and of women's human rights. Develops capacity for gender-responsive policing practices in Southeast Europe. Seeks to replicate the Regional Network at national level.
9.	NBNP*	Nordic-Baltic Network of Police Women	Based in Stockholm, Sweden	<ul style="list-style-type: none"> Supports the building of national networks to exchange information and knowledge, to create an exchange programme for female officers, and to arrange multi-country conferences and seminars. Strives to increase the number of women in leadership roles within the Nordic-Baltic police organisations. Collects information on barriers to leadership careers, and hosts an international seminar for mid-level leaders to enhance their abilities as role models for other female officers and to assist them in motivating others to pursue a leadership career. Denmark is piloting a project in this area involving male and female leaders. Focuses on bullying and sexual harassment, as it is noted that women in several of its member countries suffer from these abuses in varying degrees.
North America				
1.	AWLE*	Atlantic Women in Law Enforcement	Canada	<ul style="list-style-type: none"> Organises annual training conferences. Provides recognition and networking opportunities. Presents awards for mentoring, community service, leadership, excellence in performance, medal of valour and police officer of the year.
2.	LAWPOA*	Los Angeles Women Police Officers and Associates	USA	<ul style="list-style-type: none"> Organises a major annual training and development symposium. Holds annual fundraising event for community projects (e.g. shelter for homeless women). Publishes a quarterly newsletter.
3.	NAWLEE*	National Association of Women Law Enforcement Executives, Inc.	USA	<ul style="list-style-type: none"> Runs a mentoring programme – pairing of NAWLEE members to enhance professional development. Organises an annual professional development and networking conference. Promotes post-career and professional development opportunities.
4.	WIFLE	Women in Federal Law Enforcement, Inc.	USA	<ul style="list-style-type: none"> Conducts leadership training and advanced skills seminars, Runs a scholarship programme, and reduced rate, online masters degree in public administration through Marist College, Facilitates access to free counselling and legal consultation.
The Caribbean				
1.	CAWP*	Caribbean Association of Women Police		<ul style="list-style-type: none"> No activity since 2007 conference in Trinidad and Tobago.
2.		Bahamian Association of Police Women*	Bahamas	<ul style="list-style-type: none"> Organises and hosts professional development meetings and conferences. Lobbies for policy changes that empower women, and helps to ensure equality of women and men in advancement, promotion, and retention. Drafts policies for consideration and approval by the executives on issues ranging from maternity and paternity leave to uniforms for pregnant members.
Australia, New Zealand and the Pacific Islands				
1.		Australasian Council of Women and Policing, Inc.		<ul style="list-style-type: none"> Organises the Australasian Women and Policing series of conferences. Publishes the Journal of Women and Policing. Keeps members informed of activities and developments via email. Provides advice and data to a range of stakeholders, researchers and students.
2.	PICP- WAN	Pacific Islands Chiefs of Police Women's Advisory Network	The Pacific	<ul style="list-style-type: none"> PICP-WAN has observer status and makes a presentation at annual PICP meetings. Organises annual conference for members. Arranges 6 staff exchanges per year.

▪ **Female Corrections, Immigration, and Private Security Company Staff Associations**

A very limited number of female staff associations were identified in these sectors. It would be valuable to determine the reasons for the apparent low number of female staff associations in these institutions.

Three of the four female corrections staff associations identified are based in North America, with the fourth based in Africa. Two immigration associations were identified - the Ghana Immigration Ladies Association and the Bureau of Immigration and Naturalization Women Association (Liberia), both based in Africa. The American Society for Industrial Security, Women’s Group was the only private security female association identified.

Table 3: Corrections, Immigration, and Private Security Company Female Staff Associations

No	Acronym	Full name	Country	Major activities
Africa				
1.		Bureau of Immigration and Naturalization Women Association	Liberia	<ul style="list-style-type: none"> Advocates for and makes recommendations to advance female officers to higher, decision-making positions. Supported the formation of the Bureau of Immigration and Naturalization Men’s Association. Organises events to encourage other women in the security sector to form their own association. Events have included annual queen contests, year-end parties, and events to mark special occasions.
2.		Immigration Ladies of Ghana	Ghana	<ul style="list-style-type: none"> Makes training available to assist women with promotion and advancement. Develops gender-sensitive policies. Provides professional development opportunities for women at the management level to enhance their skills to effectively run meetings and manage units. Promotes women’s rights and equality in the service.
3.		Prison Women Association	Sierra Leone	<ul style="list-style-type: none"> Grants micro-credit loans, and involves female inmates in arts, crafts, dressmaking and soap making.
North America				
1.	ASIS	American Society for Industrial Security, Women’s Group	USA	<ul style="list-style-type: none"> Provides networking opportunities, including through lunch meetings. Organises sessions at ASIS international conferences and seminars. Operates a networking and discussion sub-group on LinkedIn.
2.	AWEC	Association of Women Executives in Corrections	USA	<ul style="list-style-type: none"> Provides professional development opportunities, including through an annual conference for members and a leadership training institute for “Emerging Executives”, women who are not yet in positions eligible for AWEC membership. Promotes mentoring of other women in the field. Provides networking and development opportunities for emerging executives.

3.		National Association of Female Corrections Officers ⁹	USA	<ul style="list-style-type: none"> Advances the association’s legislative agenda in Washington, D.C. – e.g. by advocating for legislation to prevent female officers from being raped and sexually assaulted while on duty. Maintains a memorial site for female corrections officers killed in the line of duty.
4.		Women in Corrections, Ontario Correctional Service	Canada	<ul style="list-style-type: none"> Organises annual networking sessions in each region on employee-identified issues of interest (as expressed through a follow-up survey on participant satisfaction with the sessions). Sessions offer opportunities for women to network with one another, and to access assistance for their own professional development.

▪ Female Fire and Emergency Services Staff Associations

Four firefighting and emergency services female staff associations were identified. All four associations identified are based in the US, Australia and the UK. The International Association of Women in Fire and Emergency Services Inc. (iWomen), based in the US, is an international association. Women and Firefighting Australasia Inc. is a regional association. Networking Women in the Fire Service UK and New Zealand Fire Service Women are national associations.

Table 4: Fire and Emergency Services Female Staff Associations

No.	Acronym	Full name	Country	Major activities
1.	iWomen	International Association of Women in Fire and Emergency Services, Inc.	USA	<ul style="list-style-type: none"> Offers resources on reproductive safety, physical abilities testing, sexual harassment and other issues to fire departments and their personnel. Runs workshops at conferences held by numerous fire service agencies. Provides networking for attorneys handling cases for women in the fire service.
2.	NWFS	Networking Women in the Fire Service	UK	<ul style="list-style-type: none"> Positive Action Initiative – raises awareness of and advocates for the need to recruit a more diverse workforce into the fire service. Offers mentoring courses in cooperation with Anglia Ruskin University. Organises an annual achievement award ceremony.
3.		New Zealand Fire Service Women	New Zealand	n/a
4.	WFA	Women and Firefighting Australasia Inc.	Australia	<ul style="list-style-type: none"> Posts other professional development opportunities. Publishes a newsletter once or twice annually. Provides networking links.

▪ Female Military Staff Associations

Very few military female staff associations were identified. The associations included in this report are the Bulgarian Armed Forces Women Association, the Association for Women’s Equity in the Canadian Forces, the Women in Defence and Security Canada, and the Permanent Defence Force Other Ranks Representative Association (PDFORRA), Advisory Group on the Recruitment and Retention of Women in Ireland.

⁹ The National Association of Female Corrections Officers is formally affiliated with IAWP.

The first three are permanent associations. The fourth is an ad-hoc group that is called up when a gender-related issue needs to be addressed, and is stood down when the work has been concluded.

The European Organisation of Military Associations (EUROMIL) indicates that it is not aware of the existence of any female staff associations in the military in Europe, but that a number of staff associations have worked to introduce gender-mainstreaming policies to advance the number and position of women in the armed forces. A US Air Force Colonel with responsibilities in the Asia Pacific region indicated no knowledge of female military associations in Asia. This lack of female associations in military organisations in some countries may be partly due to complicating factors that regulate or restrict union type activities in military organisations.¹⁰ The fact that there are few or no women with a high enough rank to start a female staff association – or who feel the need to do so – and that the notion of “gender” is still relatively new and has not yet formed part of the organisational culture are other possible explanations for the dearth of such associations.

There are, however, a number of councils and advisory bodies that work on gender-related issues in the armed forces. For example, the NATO Committee on Gender Perspectives, previously called the Committee for Women in NATO Forces, is an advisory body to the Military Committee on gender-related policies for the Armed Forces of the Alliance. These bodies promote strategies for making women's and men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies, programmes and military operations.¹¹ The Defence Advisory Committee on Women in the Services in the US, the Gender Equality Observatory for Women in the Armed Forces in Spain, and the Council for Women in the Polish Armed Forces all address and report on gender-related issues to their respective governments. In Ireland, the Permanent Defence Force Other Ranks Representative Association (PDFORRA) established the Advisory Group on the Recruitment and Retention of Women to provide insights on issues women are facing and to develop strategies for recruiting and retaining more women. The Advisory Group was stood down at the conclusion of the study.

▪ **Female Staff Associations in the Justice Sector**

❖ **Female Judges Associations**

Three judicial female staff associations are included in this report – the Afghan Women Judges Association, the International Association of Women Judges, and the UK Association of Women Judges. Both the Afghan and the UK female judges association websites note they are affiliated with the International Association of Women Judges.

¹⁰ OSCE, ODIHR, & DCAF, *Handbook on Human Rights and Fundamental Freedoms of Armed Forces Personnel*. (OSCE: Warsaw) 2008, p. 65

¹¹ NATO Committee on Gender Perspectives website http://www.nato.int/cps/en/natolive/topics_50327.htm

❖ Female Lawyers Associations

Of the 17 lawyers associations examined, 5 operate in Asia, 5 in Africa, 1 in North America, while 2 operate regionally, and 4 in global environments.

Table 5: Female Lawyers Associations

No.	Acronym	Full name	Country	Major activities
Global				
1.	EWLA	European Women Lawyers Association	Based in Belgium	<ul style="list-style-type: none"> Organises annual congresses and workshops. Helps coordinate the Equality Rights from Legislation to Everyday Life Project – an international project. Develops statements and resolutions on related topics.
2.		International Bar Association Women Lawyers Interest Group	Based in UK, Brazil, Dubai	<ul style="list-style-type: none"> Organises professional development conferences and workshops, and develops training and resource materials.
3.	FIDA	International Federation of Women Lawyers	Based in Italy	<ul style="list-style-type: none"> Seeks to realise its objectives through its work at the United Nations, at FIDA's biennial conventions and through its publications, <i>La Abogada Newsletter</i> (4 a year) in Spanish/English – for members only; and <i>La Abogada Internacional</i> (every 2 years) in English / French / Spanish.
4.		KARAMAH Muslim Women Lawyers for Human Rights	USA based	<ul style="list-style-type: none"> Works with grassroots organisations, as well as with jurists, through education, training and dialogue. Develops educational materials to build confidence and leadership skills among Muslim girls and women. Produces articles and legal analyses on issues relating to women's rights and organises jurists' workshops to discuss problems and possible solutions.
Regional				
1.	AWLA	African Women Lawyers Association	Based in Ghana	<ul style="list-style-type: none"> Participates in a Day of Action organised annually by the International Human Rights Law Group and the West African Civil Society, aimed at raising consciousness of and drawing attention to the need to ban or review customary inheritance practices which deny women the right to inherit land and other landed properties in equal proportion to men. Submitted a position paper to the Attorney General's Department with specific recommendations for the drafting of a new law on property rights. Trained 140 senior police officers on domestic violence and violence against women.
2.	OWLS	Otago Women Lawyers Society Inc.	New Zealand	<ul style="list-style-type: none"> Contributes to national decisions on legal practice issues relevant to its members. Participates in making submissions on law reform on issues affecting women. Celebrates and encourages women in the practice of law.
Africa				
1.	AWLPA	Afghan Women Lawyers and Professionals Association	Afghanistan	<ul style="list-style-type: none"> Training: Seeks to establish a continuous training programme both in Kabul and the provinces to educate lawyers in Islamic law, national law and international law. Recently held a course for Afghan women on the 1964 Constitution, with 100 participants. Resource Centres: Sets up law libraries to allow lawyers access to information about Islamic, national and international law including human rights law in Kabul and other cities (Ghazni, Herat, Jelalabad, Juzejan, Kunduz, Mazar, Pulkhmri and Takhar).

				<ul style="list-style-type: none"> • Publishes a periodic law journal in Dari, Pushto and English to disseminate articles about the law to as wide an audience in Afghanistan as possible, and promotes understanding of legal issues in English to encourage access to international materials.
2.	FIDA-U	Association of Uganda Women Lawyers	Uganda	<ul style="list-style-type: none"> • Provides legal aid to women. • Developed a method they call Alternative Dispute Resolution. • Trains paralegals to improve access to justice.
3.	FIDA Ghana	Federation of Women Lawyers Ghana	Ghana	<ul style="list-style-type: none"> • Established a legal aid programme for indigent women and children. • Introduced a Legal Literacy programme, beginning with the <i>Women and the Law Series</i>, a handbook on women's rights. • Advocates and lobbies for the amendment and passage of gender-sensitive legislation.
4.	FIDA Kenya	Federation of Women Lawyers Kenya	Kenya	<ul style="list-style-type: none"> • Operates legal aid clinics and community action groups to empower women at the municipal level and to empower these communities of women to handle most legal cases through Alternative Dispute Resolution mechanisms and self-representation. • Formulated a Strategic Leadership Programme to position the organisation strategically on matters that impact women's rights in the external environment. • Runs an Access to Justice Programme through 3 legal aid clinics, and engages with the informal justice system for those who cannot afford the formal justice system.
5.		Southern Sudan Women Lawyers Association. Newly established – currently in development	Sudan	<ul style="list-style-type: none"> • In the short term, seeks to reconvene to finalise establishment of the association, develop its constitution, and hold a general assembly to approve the constitution. • Potential areas of interest: <ul style="list-style-type: none"> • Increase the number of women lawyers. • Advocate for marginalised women and children by using popular and conventional media. • Collaborate with the Ministry of Legal Affairs and Constitutional Development to address issues related to women's security and their access to justice.
Asia				
1.		All India Federation of Women Lawyers	India	<ul style="list-style-type: none"> • Organised national conferences in 2007 and 2009. • Held a seminar on "Night Shift Women Workers" in coordination with the National Commission for Women in Bangalore (2008). • Conducted a seminar on protecting the needs and rights of female children in coordination with the National Legal Services Authority (2008).
2.		Foreign Women Lawyers Association Tokyo	Japan	<ul style="list-style-type: none"> • Holds monthly meetings with speakers on topics ranging from <i>Korean Comfort Women: The Pros and Cons of Using International Human Rights Law as an Advocacy Platform to the State of Entrepreneurship in Japan</i>.
3.		Itach Women Lawyers for Social Justice	Israel	<ul style="list-style-type: none"> • Maintains a legal aid hotline with free-of-charge access to legal information, consultation and assistance, services women would not otherwise be able to obtain. • Advocacy - intervenes on a policy level to make changes that protect the rights of disenfranchised women through petitions to the Supreme Court, involvement in Knesset committees and continuous dialogue with government institutions. • Paralegal projects improve knowledge and/or confidence of women to use laws to protect themselves through courses on law, feminism and social change.

4.		Mongolian Women Lawyers Association	Mongolia	<ul style="list-style-type: none"> Submits test cases in court to challenge laws and policies discriminatory or harmful to women. Provides legal services, free legal advice and representation services to poor, vulnerable, and employed women in cases involving domestic violence and other family issues, discrimination, employment rights, and sexual harassment. Provides legal literacy education and promotes training initiatives.
5.	PWLA	Pakistan Women Lawyers Association	Pakistan	n/a
North America				
1.	ABA	American Bar Association, Women Lawyers Division and Commission on Women in the Profession	USA	<p>The ABA Commission on Women:</p> <ul style="list-style-type: none"> Launched the Women of Color Research Initiative. Sponsors a Breast Cancer Legal Advocacy Initiative to develop programmes and materials in order to train attorneys to advocate for breast cancer patients who need legal assistance related to their diagnosis and treatment. Organises a Women's Caucus at mid-year and annual meetings. <p>The ABA Women's Division:</p> <ul style="list-style-type: none"> Runs a Women in Leadership Academy that focuses on career development with emphasis on building leadership skills. Women in Criminal Justice programme examines contemporary issues faced by women in the criminal justice community and evaluates system improvements. Women in the Profession programme aims to bring positive change to the legal profession workplace on issues including sexual harassment, the 'glass ceiling', and pay inequity.

▪ Sector-Wide Female Staff Associations

Sector-wide female staff associations are a relatively recent emerging phenomenon. Two of the three associations identified, the Liberia Female Law Enforcement Association and the Women in the Security Sector – Sierra Leone, are national associations operating in Africa. Their efforts focus on promoting and advocating women's rights and on gender mainstreaming in the security sector. The third, Women in Homeland Security, was established in the USA in 2009 to enhance members' understanding of issues related to national security and terrorism, to promote networking opportunities, and to motivate members to become more involved in problem solving and be catalysts for change. All of these associations recognise the important roles that women working in many areas of the security and private sectors have in building and maintaining community safety and security.

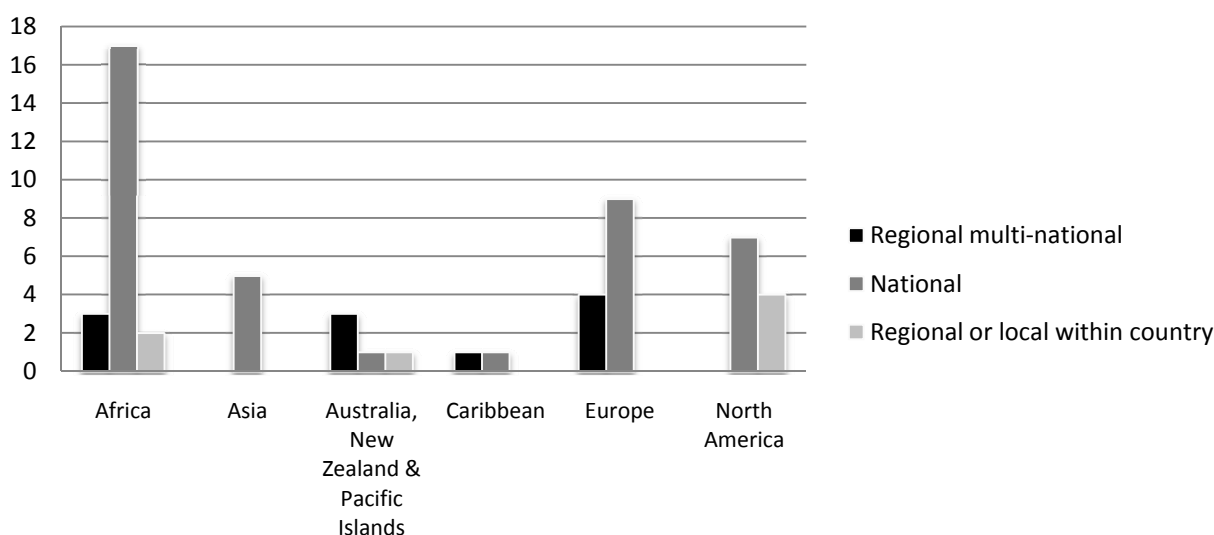
Association Scope

Of the 67 associations examined, 9 (13%) operate globally, 11 (16%) on a regional, multi-national level, 40 (60%) on a national level, and 7 (10%) on a regional or local level. The geographical scope of associations examined is illustrated in Table 6.

Table 6: Distribution of Female Staff Associations Examined by Scope and Geographic Region

		Africa	Asia	Australia, New Zealand & Pacific Islands	Caribbean	Europe	North America	Total by geographic region
Global	9							9
Regional, multi-national		3	-	3	1	4	-	11
National		17	5	1	1	9	7	40
Regional or local within a country		2	-	1	-	-	4	7
Total								67

Graph : Female Staff Association Scope by Geographic Region



▪ **Global Associations**

Two of the nine associations operating globally are police associations. They are the International Association of Islamic Police Women, currently inactive due to funding capacity and capability challenges¹², and the International Association of Women Police (IAWP), a large organisation with over 2,000 members around the world, and 20 affiliate organisations in North America, 1 in the Caribbean, 1 in Africa and 2 in Europe. The majority of IAWP members are from Canada, the UK and the USA.

The two largest of the four female lawyers associations operating globally are the International Federation of Women Lawyers (FIDA), with affiliate associations in 73 countries, and the International Bar Association Women Lawyers Interest Group, with representation in some 200 bar associations. The other two associations, KARAMAH Muslim Women Lawyers for Human Rights, which focuses on the development of Muslim women leaders internationally, and the Foreign Women Lawyers Association of

¹² Murray, T., email message to author, 16 July 2010

Tokyo, which focuses on networking Tokyo lawyers with their counterparts internationally, are much smaller organisations.

Research identified only one international women's association in the judiciary – the International Association of Women Judges. No international associations were identified in corrections, the military, or immigration services.

▪ **Local, National and Regional Associations**

The majority of African (81%), Asian (100%), European (71%), and North American (64%) associations and networks included in this research are national, while in the Caribbean and Australia/New Zealand/Pacific Islands only 20% and 50% respectively are national organisations. The few military organisations identified in Europe and North America all operate at national level.

In the Caribbean and Australia/New Zealand/Pacific Islands regional, multi-national female police associations operate as advisory bodies to larger police chiefs' associations. The closer proximity and similar mutual interests and priorities of women in the security sector in countries in Africa and Europe have resulted in the development of regional, multi-national legal and police associations and networks. Examples include the European Police Women's Network, the Nordic-Baltic Network of Policewomen, the Southeast Europe Women Police Officers Network, the South African Regional Police Chiefs Cooperation Organization - Women's Network Sub-Committee, the West African Police Women's Association and the European Women Lawyers Association. Some of these associations operate independently; others are advisory groups or sub-committees of "parent" organisations.

Examples of local associations within a country are New Zealand's Otago Women Lawyers Society, the Los Angeles Women Police Officers and Associates in the USA, and Women in Corrections in the Ontario Correctional Service, Canada.

There are a host of regional affiliates of bar associations, law societies and other global associations active in all parts of the world that are not reviewed in this paper. Caution must be exercised in comparing regions as the associations examined are only a sampling of female staff associations in the security sector.

History of Female Staff Associations in the Security Sector

The majority of international female associations examined were established between 1926 and 1993. The first was the International Association of Women Police established in 1926. The International Federation of Women Lawyers followed in 1944. The next was the International Association of Women in Fire and Emergency Services created in 1982. The 1990s saw the introduction of the International Association of Women Judges (1991), KARAMAH Muslim Women Lawyers for Human Rights (1993), and the International Bar Association Women Lawyers Interest Group (1996). The International Association of Islamic Police Women (currently inactive) was established in 2007, and the

American Society of Industrial Security (ASIS), Women's Group in 2009, in response to the increased number of women joining ASIS who expressed concern that some of their interests were not being adequately addressed by the Society.

In North America, female security sector associations increased as the number of women employed in the sector rose. The Association for Women's Equity in the Canadian Armed Forces was established in 1985, while the American Bar Association, Women Lawyers Division (USA) was created in 1987. The Los Angeles Women Police and Associates was set up in 1925. Other police associations were founded in the 1990s. The National Association of Women Law Enforcement Executives (USA) was established in 1996 and the Atlantic Women in Law Enforcement (Canada) in 1998. The Association of Women Executives in Corrections (USA) and the Ontario-based Women in Corrections were established in 1995 and 2001 respectively. Women in Federal Law Enforcement (USA) was founded in 1999, and Women in Defence and Security Canada in 2005. Women in Homeland Security, a sector-wide group, was formed in 2009 in recognition of the need for networking and support opportunities for women working in the full spectrum of male-dominated security sector organisations in the USA.

The majority of European associations were established between the mid 1990s and mid 2000s. The UK Association of Women Judges was created in 2003, and the European Women Lawyers Association in 2000. The British Association for Women in Police was established in 1987, followed by the European Network of Women Police in 1989, and the Nordic-Baltic Network of Policewomen in 2001. National associations, including the Belgian Association of Women Police, emerged in 1994 and the Estonia Police Women's Network in 1998. The Southeast Europe Women Police Officers Network was very recently established, in late 2010.

The past 5 years have seen an increase in the number of specific interest associations established in the European security sector. These associations, formed in response to an identified need to develop policies and practices that address the needs of persons in those groups, also reflect the diversity of the security sector organisations and the communities they serve. Examples include the United Kingdom's National Association of Muslim Police Women's Group and National Transgender Police Association, both established in 2008, and Home Office Women set up in 2005.

African associations examined were established during 3 distinct periods. The period from 1974 - 1985 saw the establishment of a Federation of Women Lawyers respectively in Ghana and Uganda (1974), and in Kenya (1985). The period from 1989 to 1992 saw the introduction of the Ghana Police Ladies Association (1989) and of women's immigration associations in Ghana (1991) and Liberia (1992). A number of associations were founded between 2000 and 2010, particularly between 2006 and 2010. The African Women Lawyers Association and the first sector-wide association, the Liberia Female Law Enforcement Association, were established in Liberia in 2000. The Prison Women Association of Sierra Leone was founded in 2001, and the South African Police Service Women's Network in 2003. Other associations followed: the Mozambique Police Women's Network (2006), the Tanzania Police Women's Network (2007), the sector-wide Women in the Security Sector – Sierra Leone, the UN Mission in Sudan-Police Women Network and the Government of Sudan Police Women's Network (2008),

followed by the Namibia, Zambia and Zimbabwe Police Women's Networks (2009). Of special interest is the emergence of sector-wide associations in Africa, such as the Liberia Female Law Enforcement Association (2000) and the Women in the Security Sector – Sierra Leone (2008). DCAF and the NGO Women, Peace and Security Network - Africa (WIPSEN-AFRICA) supported inter-professional pilot projects in Liberia and Sierra Leone. These projects brought together women and men to work collaboratively on drawing attention to the significant contributions that women can make within the security sector. They also aimed to protect and advance women's rights through the creation and revitalisation of women's security staff associations, and to ensure that women are considered and included in security sector reform processes. These efforts are not restricted to traditional security sector institutions. Rather, they draw broadly on women and men from parliamentary committees on defence and security, women parliamentarians, women working in policing, prisons, armed forces, customs, immigration, fire services, the Ministry of National Security, anti-drug agencies, the judiciary, intelligence services, private security services, and women's civil society groups.

4. Governance, Membership and Partners

4.1 Organisational Structures and Reporting Relationships

Association accountability structures and reporting relationships vary by association type. The majority of associations and networks examined operate independently. Independent associations are accountable to their membership through their elected board of directors.

Female staff associations within an organisation are held accountable to that organisation. In Namibia, the Police Service appoints Women's Network coordinators in all 13 regions of the country to implement plans of action. Associations functioning in government such as the Women in Corrections in the Ontario Correctional Services (Canada) are held accountable within the Department's accountability framework.

In South Africa, a Women's Network operates within the police service, and functions at national, provincial, and station levels. The network is championed by 5 senior female police commissioners. A provincial champion heads the network in each province and participates in the Provincial Network Forum with champions of the cluster stations. Each Provincial Network Forum has an executive committee consisting of a chair, deputy chair, secretary and/or treasurer and up to 5 employees. The provincial network is a sub-network of the national network, which in turn is a sub-network of the South African Regional Police Chiefs Council Organisation (SARPPCO) Women's Network Committee that functions as an umbrella organisation for national policewomen's networks in SARPPCO countries.

Reporting relationships for advisory groups or networks that operate under the auspices of a "parent" association are more complex. These associations and networks report to and advise their "parent" association on their activities. However, they are also responsible for relating and implementing "parent" association directives and policy in

their home environments. The complexity of this dynamic is increased when the women's association is dependent on the "parent" association for funding and support.

Box 3: Pacific Island Chiefs of Police Women's Advisory Network

The Pacific Island Chiefs of Police Women's Advisory Network (PICP-WAN) acts as an advisory body to the Pacific Islands Chiefs of Police Association. Police commissioners in each country select a representative to serve on the Women's Advisory Network. One woman is elected as the chair and one as the vice-chair of the network for a one-year period. The vice-chair then replaces the chair when her one-year term is complete. Network representatives are encouraged to work with their respective national police commissioners to develop women's advisory networks in their own countries. The PICP-WAN has observer status and makes a presentation at annual PICP meetings.

Organisations such as the American Society for Industrial Security Women's Group, the American Bar Association's Women Lawyers Division, and the International Bar Association Women's Interest Group – although sub-committees – operate fairly independently of their "parent" associations. They plan and execute activities, within guidelines set by, and under the banner of the "parent" organisation, but remain focused on their areas of interest.

4.2 Membership Criteria

Membership criteria varies widely from one association to another. A number of persons interviewed indicated that although their current membership comprises mainly women, they welcome and encourage men to join. Several interviewees noted that men are important contributors to the advancement of women, and that improving policies and practices in any organisation, institution or sector benefits everyone.

Membership in most associations worldwide is restricted to women within an institution. For example, membership in the Otago Women Lawyers Society in New Zealand is limited to "all female law students and any women who have been admitted to practice;" the Federation of Women Lawyers Kenya specifies that membership is "open to Kenyan women lawyers and women law students;" membership in the Women in Corrections, Ontario Correctional Services Female Employees Network in Canada is open to all female employees; and membership in the Zambia Police Women's Network is for "all female police officers in the Zambia Police Service." There are some variations, such as those practiced respectively by the Prison Women Association of Sierra Leone, which admits female prison officers and the wives of male prison officers, and by the Mongolian Women Lawyers Association, whose members include judges, advocates, prosecutors, academics, and court staff.

Membership in many other associations is open to men and women who support the ideals of the association. For example, the Australasian Council of Women and Policing notes that membership is "open to anyone committed to improving policing for women;" membership in the British Association for Women in Policing is open to all sworn and civilian staff in policing and related organisations, including commercial and academic organisations; female and male employees of police agencies in Estonia are welcome to join the Estonia Police Women's Network; and the US National Association of Female Corrections officers offers membership to "all individuals and organizations that support the Association's mission."

Many associations, particularly in Europe and North America, including Networking Women in the Fire Service in the UK, the International Association of Women Police, the Los Angeles Women Police Officers and Associates, and Women in Homeland Security (USA), reported that both men and women attend their conferences and training events. Others indicated that association members often attend events of their umbrella and partner associations, which in many cases have a male dominated membership. Examples include the American Bar Association, Women's Division, and the American Society for Industrial Security, Women's Group.

In staff associations found within some police and corrections organisations, such as the Immigration Ladies of Ghana, the Tanzania Police Women's Network, the Bahamian Association of Police Women, and the South African Police Service Women's Network, all female officers automatically become members of the association upon recruitment. In other organisations, such as the Home Office, UK, or the Ontario Correctional Services, employees are free to join the association on an optional basis.

In a number of regional networks, especially those operating in government or those acting as advisory bodies to other associations, representatives are selected by the "parent" organisation. For example, as a policy, the steering committee for the Women in Corrections Association in the Canadian Ontario Correctional Services, which has jurisdiction throughout the province of Ontario, must be comprised of persons representing the various roles and jurisdictions of the provincial Ministry of Public Safety and Correctional Services. Where possible, the appointed representatives are women. However, in order to ensure that all geographic areas and roles are included some representatives can be men.

Membership criteria for regional police networks varies from one group to another. In the European Network of Policewomen each participating country or police organisation nominates a representative to the board of directors. In the Nordic-Baltic Network of Policewomen, all female officers whose country is a member of the association can voluntarily, without application, become members of the association. Each member country provides a contact person and a deputy contact person to the board of directors.

Membership in the Caribbean Association of Women Police, an independent association linked to the Association of Caribbean Commissioners of Police, and in the Pacific Islands Chiefs of Police Women's Advisory Network is open to all female police officers in member countries. The board representative for each country, however, is selected by the chief of police of that country. A similar model is envisioned for the Southeast Europe Women Police Officers Network.

Membership in all other national and international corrections, police, judicial and legal female associations examined is voluntary. Membership in the International Bar Association is a prerequisite for participation in the Association's Women Lawyers Interest Group. The International Bar Association, the International Federation of Women Lawyers, and the International Association of Women Judges have affiliate organisations in many countries.

4.3 Membership Categories and Fees

The majority of associations and in particular the larger, well established ones, have a variety of membership categories. The number and types of categories vary depending on the association's scope and structure, and the type of individuals, organisations or countries they seek to attract. Most associations have categories for individual members who are active or retired from the organisation or institution, and separate categories for associate/affiliate, corporate, student and honorary members.

In most associations membership fees vary by membership type. Fees for active or full members range from a low of USD 25 annually for the International Association of Women in Fire and Emergency Services (iWomen) to USD 405 plus a USD 32.50 committee fee annually for the International Bar Association's Women Lawyers Interest Group. Student fees are generally lower than regular fees. In all cases reviewed, corporate member fees were higher than regular member fees.

Table 7 provides an overview of membership fees for associations for which that information is available. Note that definitions for fee categories vary from one association to another. Detailed membership category criteria for the associations listed below is available online at www.dcaf.ch/publications. All fees are annual unless stated otherwise. Fees have been converted to US dollars.

Membership fees for some associations, including the Immigration Ladies Association of Ghana and the Los Angeles Women Police Officers and Associates, are deducted at source. A number of associations, including the Pacific Islands Chiefs of Police Women's Advisory Network, the US Women in Law Enforcement Association and the Women in Corrections, Ontario Correctional Services Female Employees Network do not charge a fee. Details for these and other organisations are available online at www.dcaf.ch/publications.

Table 7: Fees in Female Staff Associations

Association	Regular Member Fee	Student Member Fee	Associate Member Fee	Corporate Member Fee	Other Membership Category Fees
Police Women's Associations					
Atlantic Women in Law Enforcement	25		20		
Australasian Council of Women and Policing	35			60	Life membership: 300 one time fee
Belgian Association of Women Police	35				
British Association for Women in Policing	32.50		32.50	570	
European Network of Women Police					Supporting member – individual and organisation on a sliding scale from 350 to 6,350, according to financial means
International Association of Women Police	25*/40		25*/40		Corporate fees determined by board based on participation
National Association of Women Law Enforcement Executives	100		75		Supporter: 50/yr
Women in Federal Law Enforcement	50		35	350	Life membership: 500 one-time fee
Association of Women Executives in Corrections	100 individual 300 agency		100		Supporting/Retired: 50 Other associations: 100 20% fee reduction for 5+ members from one organisation
International Association of Women in Fire and Emergency Services	25 100 Chief			150	
Networking Women in the Fire Service	16			40	
Women and Firefighting Australasia	75		50	200 – 800	Corporate fees determined according to financial means
American Society for Industrial Security	170	25			
American Bar Association, Women Lawyers Division	125	25	125		
European Women Lawyers Association	70	35	280		
Foreign Women Lawyers Association of Tokyo	125 residents 50 non-resident	50			Special members (not defined): 125
International Bar Association Women Lawyers Interest Group	405 + 32.50 Committee fee				
Otago Women Lawyers Society	30	15			Out of town members: 20

* Denotes fee for developing country based on World Bank list.

4.4 Structure, Governance and Accountability

Although structures vary, the majority of associations function with an elected executive body and/or a board of directors comprising, at minimum, a president, vice-president, treasurer, secretary and members at large or, in the case of regional associations, representatives of each member country or organisation. The majority of boards are

staffed by volunteers. Governing bodies vary in size depending on the size and complexity of the organisation. For example, the executive council of the International Association of Women Judges, which has 4,000 members in 90 countries, consists of a president, president-elect, 2 vice-presidents and a former president. The board of managerial trustees is composed of 16 persons from the judiciary, education institutions, non-profit organisations, private legal firms, private industry, the executive director, and the treasurer. The board of directors consists of 2 representatives respectively from the Asia and South Pacific, Europe, Africa, North America, and Central and South America regions. The daily operations of the association are managed by the executive director and a staff of 5. In contrast, the Atlantic Women in Law Enforcement association, a 98-member organisation, operates with a volunteer 9-member board, comprising a president, vice-president, secretary, treasurer, media relations officer, a notebook editor, membership chairs and 3 past presidents. The association has no paid staff. Some of the larger associations employ paid staff. However, most smaller associations operate without paid staff, or with 1 or 2 full-time or part-time paid staff, or with staff seconded from member organisations. For example, the International Association of Women Police, with 2,000 members in 55 countries, operates with 1 full-time paid business manager. This position is funded through membership fees. The association also pays a small honorarium to key board members to assist with travel and related association activities. The British Association for Women Police, with 500 individual and 80 corporate members, operates with a full-time national coordinator, and part-time administrative secretary, editor and marketing officer. The UK Home Office, the government agency responsible for oversight of the police, provides partial funding for the national coordinator position. The Women in Defence and Security Canada, an association of 300 persons, operates with 1 part-time managing director, whose position is funded by the Canadian Association of Defence and Security Industries.

Global associations and some national associations operate with a standing committee structure, where committees take responsibility for association efforts related to a particular topic or issue. Members are encouraged to volunteer their time and expertise on a committee of interest to them. For example, in the USA, the Association of Women Executives in Corrections operates with Awards, Capital Development, Conference Programme, Constitution and Bylaws, Membership, National Voice, and Research and Technology/Communications Committees. The Research and Technology/Communications committees are ad hoc bodies established to work on particular issues. They are stood down at the completion of the initiative. The others are standing committees. Committees conduct work and report and make recommendations to the board of directors.

4.5 Funding Sources

Identified funding sources varied from one association to another. A significant number of female staff associations examined exact membership fees from their members. Membership categories and fee structures are outlined in Table 7. More detailed information by association is available online at www.dcaf.ch/publications. A number of international, American, Australian, Canadian and European associations are

incorporated non-profit entities or affiliated with foundations to permit acceptance of donations.

Many North American and European female staff associations examined complement membership fees through sponsorship, and revenue generated from conferences and educational initiatives. The American Society for Industrial Security Women's Group, for example, in addition to membership fees, is funded through event fees, sponsorship, contributions to its Foundation, and revenue from the sale of books and merchandise. Networking Women in the Fire Service UK, in addition to membership fees, is funded by sponsorships and conference fees. Its events and activities are funded by local services, and by government and private industry. In the USA, the Association of Women Executives in Corrections (AWEC) is funded to a significant extent by membership fees, but also through the AWEC Believe Fund, the AWEC Build Fund and private business sponsorship. Women in Homeland Security in the USA is exclusively funded by event fees and sponsorship.

Many UK-based police and emergency service-related associations, including the British Association for Women Police, Home Office Women, the National Transgender Police Association, the National Association of Muslim Police Women's Group, and Networking Women in the Fire Service are partially funded by the UK Home Office.

Several regional police networks are either partially or wholly funded by member police organisations. For example, the Caribbean Association of Women Police is funded by Caribbean Police Services, the European Network of Police Women is funded by member organisations, and the Nordic-Baltic Network of Policewomen is funded by member police organisations and the networks of policewomen in each member country.

Other networks and associations are supported through development organisations and member police agencies. For example, the Pacific Islands Chiefs of Police Women's Advisory Network (PICP-WAN) is supported by the New Zealand Aid Programme (NZAID), the Australian Aid Programme (AUSAid), the New Zealand Police, and the Australia Federal Police. The New Zealand Aid Programme funds exchanges, sponsors the annual PICP-WAN conference and the secretariat officer's position. The New Zealand Police hosts the PICP-WAN permanent secretariat in its facilities, while the Australia Federal Police funds a secretariat position and sponsors 1 project officer from 1 country annually. In addition, AUSAid provides project funding.

A group of international organisations has provided funding for gender-related initiatives in security sector reform in Africa and Europe, and in particular, for sector-wide reform efforts in Liberia, Sierra Leone, and Sudan, and for the development of the Southeast Europe Women Police Officers' Network. These include, among others, the Organization for Security and Co-operation in Europe's Office for Democratic Institutions and Human Rights, the Organisation for Economic Co-operation and Development, the South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons, DCAF, UN Women, the UN Development Programme, and the UN Department of Peacekeeping.

Several associations examined are self-funded or have established funding arrangements with local and national non-government organisations, community organisations, and private foundations. For example, the Federation of Women Lawyers Ghana received funds from Danish Church Aid through the Christian Council in Ghana to open the country's first free legal Aid Centre in Accra. Funding from the Human Rights and Democracy Fund of the US embassy in Accra enabled expansion of these centres into Kumasi and other districts. This association advised that it had also received funds from the Ghana Research and Advocacy Programme, UNICEF and the Women's World Day of Prayer German Committee. The Federation of Women Lawyers Kenya (FIDA Kenya) has received funding from USAID and the Friends of FIDA Initiative, which began with a small group of philanthropists, and has grown in numbers over the years to over 150 persons. Friends are drawn from local corporations, businesses, law firms, independent foundations, NGOs, and individual well-wishers. In Sudan, the costs of operating the UN Peacekeeping Mission's Police Women Network, is integrated into the budget of the mission. The activities of these associations are also supported by local NGOs. Sector-wide security associations in Africa, including the Liberia Female Law Enforcement Association and the Women in Security Sector in Sierra Leone, are financially supported by international organisations, NGOs, foundations, and private donors.

In another example, the International Association of Women Judges and the American Bar Association have received support from, among others, the World Bank, the Inter-American Development Bank, and government and educational institutions to support a large variety of initiatives around the globe. Other women judges and lawyers associations report financial support from numerous sources including NGOs, governments and embassies, and association membership fees. More detailed information on support is available online at www.dcaf.ch/publications.

4.6 Affiliations and Partnerships

Formal Association Affiliates

Several international associations operate through the establishment of affiliate associations. For example, the International Association of Women Police (IAWP) encourages members to set up affiliate associations. These affiliates are independent, self-funded organisations incorporated in their own country or region that have applied and been accepted by the board of directors as IAWP affiliates. The International Federation of Women Lawyers has established affiliate associations in 73 countries on 5 continents. Its constitution specifies that "affiliate organizations shall be organizations of women lawyers affiliating with the federation. Affiliates shall have the right to vote. Affiliate organizations must be non-political and non-profit and must be independent of and not subject to the control of any government."

Other Affiliations and Partnerships

The number and types of affiliations female staff associations have are variable. Affiliates largely reflect the aims and priorities of the association to which they belong.

Many of the global associations reviewed are broadly networked, and in many cases are members of, or are linked with other associations and organisations in many sectors. For example, the International Association of Women Judges (IAWJ) includes UN agencies, international and national NGOs, the World Bank, the Inter-American Development Bank, governments, educational institutions, and other judiciary in its list of affiliations and associations. In a number of cases the IAWJ partners with these organisations to deliver services. For example, the association worked with the UN Development Programme, UN Women, the International Legal Assistance Consortium, the Judiciary of Ghana, and the Brandeis University Center for International Ethics, Justice and Public Life to plan and convene a colloquium for Partners for Gender Justice held in Accra, Ghana. In another initiative, it worked with the World Bank on a project to build the capacity of indigenous African NGOs to develop funding proposals for programmes that address issues of discrimination, HIV/AIDS, and gender in Africa.¹³

The International Federation of Women Lawyers makes it a strategic priority to “organize women lawyers nationally, regionally and internationally.” The Federation is a member of a number of associations, including the International Bar Association and the World Alliance for Citizen Participation. Its website notes that it has links with a number of NGOs, foundations and committees, including Equality Now, the Ford Foundation, and the Global Fund for Women.

Some national associations include an international division. For example, the American Bar Association Women’s Division lists a significant number of affiliations, with the vast majority in the USA. However, the American Bar Association’s Rule of Law Initiative, which includes a significant number of women, implements legal reform programmes in 40 countries around the world, driven by over 400 professional staff and volunteers.¹⁴

Multi-national, regional association affiliations vary considerably. The majority are with other associations and organisations within their region, and within their institution. For example, the Nordic-Baltic Network of Policewomen cites affiliations with the European Network of Policewomen and the International Police Association. The European Network of Policewomen notes a wide variety of affiliations with regional and national associations, including the Australasian Council of Women and Policing, the British Association of Women Police, the Belgian Association of Policewomen, the European Women’s Lobby, the European Police Learning Net, the International Association of Chiefs of Police, the International Association of Women Police, the International Police Executive Symposium, the Nordic-Baltic Network of Policewomen, the Netherlands Centrum Internationale Politiesamenwerking, the National Center for Women and Policing (USA), and Polizia in Europa. The European Women Lawyers Association affiliates include the Centre National d’Information et de Documentation des Femmes et des Familles, Centro di Iniziativa Europea, the Association of German Women Jurists, the Association of Portuguese Women Jurists, the Association of Latin American Immigrant Women in Austria, and the Foundation against the Trafficking of Women in Poland.

¹³ International Association of Women Judges website, <http://www.iawj.org/what/other.asp>

¹⁴ American Bar Association, Rule of Law Initiative, <http://apps.americanbar.org/rol/about/>

The majority of national associations studied have relationships and partnerships with other associations and organisations within their geographic region, and predominantly within their own institution. For example, the New Zealand Fire Service Women is affiliated with Women and Firefighting Australasia Inc., the Equal Opportunities Employment Committee, and the New Zealand Professional Firefighters Union. The National Association of Female Correctional Officers (USA) website is affiliated with the International Association of Women in Corrections, the Nevada Corrections Association, and the International Association of Women Police. There are, of course, exceptions. The Mongolian Women Lawyers Association, for example, lists numerous national NGOs, commissions, and international organisations and associations as its partners.

UK-based national female staff associations more often reported affiliations with government rather than with other national associations. For example, the British Association for Women in Policing notes that it acts as a consultative body representing female interests to Home Office ministers and their staff, works with government to address organisational sustainability issues in changing economic and political environments, and has had an active role in developing and working on the government's Gender Agenda I and II. Elsewhere, relationships with governments were most often found in post-conflict countries, and among military associations.

In Africa, associations working closely with international foundations and NGOs appear to have broader networks than those that are not doing so. The sector-wide associations work with a wide range of partners and associates in a variety of security sector institutions, and with many “non-traditional” partners inside and outside Africa, including African women's groups, community and faith-based associations, young women and displaced women, governments, professional bodies, and academic and research organisations and associations. For example, reported supporters of and linkages with the Liberia Female Law Enforcement Association include Women Peace and Security Network Africa, DCAF, the Kofi Annan International Peacekeeping and Training Centre, and other governmental and non-governmental organisations. This association also says it has identified potential for partnership and cooperation with key ministries (e.g., justice, gender and development); the Development and Education Network-Liberia; Inclusive Security, West African Policewomen Association; the Governance Commission of Liberia; and female parliamentarians. The Zambia Police Service Women's Network has a much more community-focused approach. It works with NGOs, schools, prisons, and other community-based organisations to connect the police with communities to help ensure safer spaces. The Ghana Police Ladies Association provides an example of an even more narrowly focused approach. Although broader networks and relationships can be assumed because it has placed over 90 women in peacekeeping missions, the only affiliation noted in an interview with its president is with the West African Police Women Association.

Several female staff associations in North America work collaboratively with a larger organisation. For example, the Women in Defence and Security Canada (WIDS) has close links to the Canadian Association of Defence and Security Industries (CADSI), which provides administrative support to WIDS, and permits CADSI members to become members of WIDS. WIDS functions with its own advisory board of leaders in the sector and an operationally focused executive committee.

Large networks are not found exclusively in large associations. KARAMAH Muslim Women Lawyers for Human Rights, a US-based organisation, has significant affiliations with US federal government departments, investigative bodies, social service providers and international organisations.

Based on available information, North American associations appear to have more extensive relationships and partnerships with private industry than associations in other regions. Examples include:

- Los Angeles Women Police Officers and Associates – secures industry sponsorship of its major conferences.
- National Association of Women Law Enforcement Executives – Motorola sponsors the Law Enforcement Executive of the Year and Glass Ceiling awards.
- Women in Federal Law Enforcement – negotiating scholarship programme, and reduced rate for online Masters Degree in Public Administration through Marist College; offers members reduced rate professional liability programme, and access to free counselling and legal consultation.
- Association of Women Executives in Corrections – secures private business sponsorships.
- International Association of Women in Fire and Emergency Services – sells merchandise and advertising space on website; secures conference sponsorship.
- American Society for Industrial Security – secures industry sponsorship and contributions to Foundation, and sells books and merchandise.

5. Mandates and Activities

5.1 Purposes and Mandates

Mandates and purpose statements are available for 65 of the 67 associations examined. A significant number of association mandates contained multiple elements. The majority of mandates entail providing services to members and improving services for the community, the sector, or the institution. However, the degree to which mandates focus on one of these tasks in particular varies according to organisation type and the context in which an association operates.

Elements of mandates that focus on providing services to members are relatively consistent in all associations and networks. They centre on addressing and supporting members' needs, networking and relationship building, providing support services, communication and information sharing, recognising member contributions, and offering members professional development opportunities and mentoring.

Table 8: Number of Times Associations Included an Element in their Mandate

	Police (30)**	Corrections (4)	Fire and Emergency Services (4)	Military (3)	Immigration (2)	Private Security (1)	Judges (3)	Lawyers (15/17)*	Sector Wide (3)	Total
Networking and relationship building; information and knowledge development and exchange	27	-	2	1	-	1	-	6	3	40
Identifying and discussing issues at stake, strategy development and implementation	25	1	4	4	-	-	1	3	2	40
Providing members with professional development opportunities; building member, organisational, institutional and/or community capacity and capability	15	1	2	1	-	1	-	4	3	27
Gender mainstreaming and related human resources practices to improve women's integration into the organisation	13	-	2	2	1	-	1	5	2	26
Providing services and support for association members	10	-	2	1	1	-	1	5	2	22
Advocacy	2	-	-	-	-	-	-	18	1	21
Providing services and support for persons external to the association	1	-	-	-	-	-	1	15	2	19
Promoting and conducting research and sharing best practices, and/or function as an expertise and resource centre on gender issues	3	-	1	-	-	-	1	3	-	8
Challenging and motivating people to create change	-	-	-	1	-	-	-	3	3	7
Recognising women's contributions to the security sector	3	-	1	-	-	-	-	-	1	5
Assisting in establishing new networks	2	-	-	-	-	-	-	-	-	2

* No mandates available for 2 lawyers associations

** Total number of associations examined

The most frequently cited elements of association and network mandates are summarised in Table 8. Although an association's mandate may not explicitly include a particular objective or activity, research demonstrated that associations effectively participate in

activities that support such a mandate. For example, although only 15 of the 29 police associations and 4 of the 17 lawyers associations included professional development components in their mandates, all of those surveyed provided or facilitated access to professional development opportunities for their members.

In general, judges, lawyers, and sector-wide association purpose statements and mandates are more often focused on the development of improvements in service delivery to the community, sector, or institution than on services for association members. That is not to say that association members will not benefit from these improvements and services. It simply indicates that they are not the primary focus of association activities. The majority of police, fire and emergency, and corrections association mandates also contain some externally focused elements, although many of their objectives prioritise service provision to members.

Mandates and objectives focused on improving the sector, institution or service delivery to the community vary widely. Mandates and objectives for the associations examined include: increasing awareness of and promoting women's rights; enhancing organisational and institutional relationships with the communities they serve; supporting government and local colleagues; demonstrating social responsibility; increasing the profile of issues and challenges associations and their members are dealing with; and in some cases, providing services directly to the community. Following are examples of predominantly externally focused mandates that nonetheless also aim to effect improvements within an institution or sector:

- The objectives of the International Association of Women Judges include advancing women's rights to equal justice, promoting women's access to the courts, increasing the number of women judges at all levels, organising and strengthening women judges associations, and eradicating gender bias from judicial systems.
- The stated purpose of the Federation of Women Lawyers - Kenya is to "... improve the legal status of women in Kenya, improve access to justice for women in Kenya, advocate for reform of laws and policies with regard to women's rights, and enhance public awareness on gender and women's rights issues."¹⁵
- The mandate of the Mozambique Police Women's Network is to ensure the implementation of the South African Development Community Declaration on Gender and Development, and to reduce the level of discrimination towards female police officers in the police service.¹⁶

Associations with mandates that focus more on improvements within an institution or sector include:

- The Women in Security Sector in Sierra Leone. Its purpose is "... to advocate for women's rights and gender mainstreaming with the security sector through the

¹⁵ The African Executive, "Women participation in the Kenyan Society", Issue 296, 22-28 December 2010, p.6. <http://www.africanexecutive.com/downloads/Women%27s%20participation%20in%20Kenyan%20Society.pdf> (accessed 17 February 2011).

¹⁶ Pearson Peacekeeping Centre, *Seminar Report, Women in Peace Operations*, 12-13 October 2009, Lusaka, Zambia, p. 15. http://www.iansa-women.org/sites/default/files/newsviews/Seminar%20Report_Women%20in%20POs_Zambia%20Oct%2009.pdf

promotion of interagency cooperation, capacity building, networking and exchange of best practices.”¹⁷

- The UK’s Networking Women in the Fire Service. Its purpose is to challenge for positive change in the fire and rescue service, to lead and support the development of a diverse workforce, to engage with partners and stakeholders to shape and influence the future of the service, and to recognise role models and champions at all levels within the service.¹⁸

Regional, multi-national networks focus significantly on developing and enhancing relationships with partners and affiliates in their institutions. With the exception of sector-wide associations, which state that they acknowledge the need to network and build relationships broadly not only within the security sector, but also with government, NGOs, community groups and associations, limited attention is given in most association mandates reviewed to developing relationships and networks with associations or organisations in other institutions and sectors.

Although there are variations, police, corrections, and firefighting staff association mandates focus heavily on training and development, on providing professional networking opportunities for members, on the development and implementation of gender-sensitive policies and practices, and on empowering women to seek advancement to management and leadership positions.

Legal and sector-wide female staff association mandates focus more than corrections, police, private security, and fire and emergency service associations on advocacy, raising the profile of women and their needs and rights, and building the capacity of local actors to become effective participants in the justice system. The mandates of these associations also challenge members and their partners at all levels to increase activism, to collaboratively solve problems, and to be catalysts for change.

Judicial, legal, and corrections associations, more than their police, fire, private security and military counterparts, promote and conduct research on gender equality, promote women’s rights and related topics, examine and share best practices, promote the study of comparative law, and write articles and legal analyses on gender-related issues.

Associations in post-conflict countries focus in particular on improving the quality of work life and the recruitment of women into the sector or institution, and promoting the equal participation of women in the security sector, whereas associations in Europe and North America focus more on advancement within the organisation. Police and sector-wide associations in Africa also focus on active engagement in conflict prevention, peacebuilding, and human security; this is not a focus of police associations in other regions.

¹⁷ WIPSEN-Africa, *Women in Security Bulletin*, Vol. 1 May 2009, p.2.

¹⁸ Networking Women in the Fire Service, Business Plan 2009-2012, p.2. <http://www.nwfs.net/upload/documents/NWFS-BP-09-AW.pdf>

5.2 Main Activities

Association activities vary significantly from one association to another. For the purposes of this paper, activities have been grouped into support services for members, networking, gender mainstreaming, communication, awards and member recognition, professional development and training, mentoring, and community outreach and social responsibility.

Support Services for Association Members

The provision of support services to association members is driven by interest and identified needs. Services common to many of the associations include holding regular meetings, social events, and professional development events for learning, information exchange and mutual support. Other services provided varied significantly from one association to another. They included:

- Improving the fit of female uniforms and body armour, and the design of maternity uniforms
- Offering women access to health information and consultation, and to legal services and counselling
- Providing bursaries, scholarships and discounted rates for education
- Reviewing and providing input on policies and practices related to gender equity, human rights, and productive health
- Improving accommodation, safety, and security of physical work environments
- Posting career opportunities and providing access to career guidance
- Negotiating discounts on professional liability insurance
- Using social networking sites to offer online discussion groups
- Providing exchange opportunities

Further examples include the information, referral and advocacy services offered by the International Association of Women in Fire and Emergency Services, and the maintenance of a memorial site for slain officers by the US National Association of Female Corrections Officers.

The Pacific Islands Chiefs of Police Women's Advisory Network (PICP-WAN) has established a *Sister City* programme that pairs individual states in Australia and regions in New Zealand with one of the Pacific Islands to support, assist and advise the local women's networks in their sister island. To date, communication has been via email and telephone. Success has been somewhat limited. The programme secretariat manager asserts that members in Australia and New Zealand have not taken ownership of the project and therefore have not made networking with their "sisters" a priority. As part of the strategy to advance the programme in 2011, members in Australia and New Zealand

will encourage “sisters” to attend a PICP-WAN conference to learn more about the benefits they can derive by participating in the Women’s Advisory Network, and having the Australian Federal Police prepare *Sister City* programme guidelines that can be used as a roadmap to success.

Box 4: Los Angeles Women Police and Associates

Support services reflect the creativity of association members. For example, when members expressed concern about the high cost of maternity uniforms, the association developed and implemented a plan to purchase a number of maternity uniforms in various sizes and to loan them to members who needed them. The only cost to members is to clean the uniforms before they are returned to the association. Member response to the initiative has been extremely positive.

Networking

All associations and networks place high priority on providing opportunities for members to network and establish connections, to enhance learning, to identify resources, and to mutually support each other.

Association members can connect with other members at social events, conferences, educational events, and through membership and skills directories. An association’s networks and affiliations can influence members’ external networking opportunities. For example, the PICP-WAN emphasises the importance of increasing cooperation between women in the region. Its significant affiliations and partnerships with police and international development agencies in countries in the region have enabled it to host conferences, provide exchange opportunities, and initiate a sister city partnering programme to increase networking opportunities for its members. These opportunities would not be available without those relationships.

▪ **Internal Networking**

Several associations, including the US-based Women in Homeland Security, the American Society for Industrial Security’s Women’s Group, the US National Association of Women Law Enforcement Executives, and the International Association of Women in Fire and Emergency Services have created opportunities for members to connect through social networking. Interviewees report that younger association members are active users of these sites, and are encouraging and often assisting associations in expanding the use of social networking. Other associations currently make less use of social networks and marketing, but many are exploring these tools to determine their application and value for their respective memberships. Several International Association of Women Police regions have blogs on current activities; for example, the Women in Homeland Security association in the USA offers a blog on current issues and another, managed by current interns and members, to engage young women’s interest in the field of homeland security.

- **National and Regional Networking**

National associations studied are, for the most part, networked nationally. For example, the American Bar Association Women’s Division lists a significant number of affiliations, the vast majority being in the USA. The majority of regional, multi-national associations are networked within their respective regions. Providing networking and support services increases in complexity when multiple jurisdictions and languages are involved. The first vice-president of the International Association of Women Police (IAWP) noted in an interview that although the IAWP has regional representation around the globe, one of its priorities for moving forward is to extend its network and support services to members outside of North America and to those whose first language is not English.

The Caribbean Association of Women Police and the Pacific Islands Chiefs of Police Women’s Advisory Network include assisting in setting up national networks as one of their priorities. The Southeast Europe Women Police Officers Network is proposing a similar structure. Other regional associations, including the Nordic-Baltic Network of Policewomen, the European Network of Policewomen, and the European Women Lawyers Association support national associations in their networks.

The sector-wide associations operating in Africa appear to enjoy broader associations with international NGOs, national, regional, and local security sector, government, and community organisations than many national associations in Africa that only operate within one sector.

- **International Networking**

Many of the global associations reviewed are networked internationally. For example, the International Association of Women Judges includes UN agencies, international and national NGOs, the World Bank, the Inter-American Development Bank, governments, educational institutions, and other judiciary in its list of affiliations and associations. The International Federation of Women Lawyers makes it a strategic priority to “organize women lawyers nationally, regionally and internationally.”

Gender Mainstreaming

A key focus of almost all the associations examined is to work towards ensuring that women are fully integrated into security sector institutions. Several note that healthy, diverse environments are needed for effective service delivery. Some associations include gender mainstreaming in their mandates and purpose statements. Examples include:

- The European Network of Policewomen: Strives to be recognised as a centre of European expertise in the field of gender mainstreaming, management of diversity and equality issues.

- The UN Mission in Sudan Police Women Network and the Government of Sudan Police Women's Network: Both have a stated purpose to promote gender mainstreaming.
- Women in Corrections in the US: One of its stated purposes is to provide strategic leadership, advice and consultation related to issues of gender equity and inclusive practices.
- The Liberian Female Law Enforcement Association: Concentrates on ensuring gender mainstreaming through gender-sensitive policies and training.
- Women in Security Sector in Sierra Leone: Its mandate is to advocate for women's rights and gender mainstreaming within the security sector through the promotion of interagency cooperation, capacity building, networking and the exchange of best practices.
- The International Association of Women Police: Its mission is to strengthen, unite and raise the profile of women in criminal justice internationally by increasing awareness of gender issues among organisations/governments.
- The Pacific Islands Chiefs of Police Women's Advisory Network: Its mission is to promote equality for women in all facets of policing without gender discrimination for both sworn and non-sworn police employees.
- The South African Police Service Women's Network: Includes engaging male police service employees to assist in achieving gender equality as an objective.
- The Southeast Europe Women Police Officers Network: Its mandate includes advocacy for gender-sensitive police education and the provision of advice to Southeast Europe Police Chiefs Association members on women police personnel and gender equality.
- The Zimbabwe Republic Police Women's Network: Focuses on creating an equitable arena for both women and men in the police force.
- The Mongolian Women Lawyers Association: Endeavours to increase awareness of gender and priority women's issues among law enforcement agencies and other law and policy institutions and the general public.

The activities of many associations are devoted to supporting the development and implementation of policies and practices that press for equal participation and advancement of women. Examples include:

- The Tanzania Police Female Network: Has established gender units in police stations.
- The Bulgarian Armed Forces Women Association: Gave a presentation on progress made by the Bulgarian Armed Forces in relation to UN Security Council

Resolutions 1325 and 1820 at an international Women, War and Peace workshop, and has conducted training workshops on gender equality.

- The International Association of Women Judges: Conducts research on gender and the law and promotes ratification and compliance monitoring of international and regional human rights conventions.
- The European Women Lawyers Association: Has volunteer working groups that address gender equality.
- The Pakistan Women Lawyers Association: Has opposed gender segregation at universities.

In addition, a number of councils and advisory bodies work on gender-related issues in the armed forces and conduct in-depth research on topics related to women and gender in the security sector.

- For example, the US Defense Advisory Committee on Women in the Services (DACOWITS) maintains a significant library of research and recommendations on issues related to women in the armed forces on its website. DACOWITS has conducted and shared research on a number of issues, including *Strategies That Female Service Members Use to Succeed and Overcome Challenges* and the extent to which those strategies may be tied to seniority, generation and gender. It has also submitted recommendations to the US Secretary of Defense on women in combat and support for families of wounded soldiers.¹⁹

Addressing Sexual Discrimination

- The Nordic-Baltic Policewomen's Network website notes that bullying and sexual harassment is an area of focus for the Network as "women in several of the member countries suffer from different degrees of bullying and sexual harassment." In response, the Network initiated a project designed to counter such abuse.
- The National Association of Female Correctional Officers in the US, in response to several high profile incidents, is advocating for legislation to stop female officers from being raped and otherwise sexually assaulted while on duty.

Communications

All persons interviewed placed a high priority on good communications between an association and its members, and between association members. Many association websites and information and marketing packages have been developed as additional forms of communications.

¹⁹ Defense Department Advisory Committee on Women in the Services, *Annual Report 2009* (DACOWITS: Washington), 2009

Of the 67 associations reviewed 53 maintain a web presence that provides, at minimum, an overview of the organisation, its purpose, membership criteria, and a news or upcoming events page. Other more sophisticated websites include links, resource pages, activity pages, search capabilities and *members only* sections. Public areas of many websites provide only limited opportunity for interaction or discussion. Several websites feature blogs, discussion groups, video clips, and links to social networking sites such as LinkedIn, Facebook, and Twitter. A number of organisations include links to resource pages, career centres, job postings, best practices, research, speakers' bureaus, and experts' listings.

Some associations, including the Association of Women Executives in Corrections in the US, the International Association of Women Judges, the European Network of Women Police, the International Association of Women in Fire and Emergency Services, the Los Angeles Women Police Officers and Associates, the UN Mission in Sudan Police Women Network, and the International Association of Women Police offer print or electronic newsletters and magazines. A newsletter titled *The Correct Woman* was identified as the newsletter of the African Women's Corrections Association. However, no other information about this association could be located.

Although many association publications surveyed are in English, several associations produce newsletters in more than one language. For example, the International Association of Women Judges produces a newsletter in English, French, and Spanish; the International Federation of Women Lawyers produces a newsletter in English and Spanish; and the Afghan Women Lawyers and Professionals newsletter is translated from Dari into English.

Awards and Member Recognition

Awards and member recognition are important for acknowledging women's accomplishments, raising the profile of female staff, and creating role models needed to increase recruitment and inspire women's interest in advancement to leadership roles in their organisations.

A significant number of associations and networks surveyed recognise and promote the achievements of their members through awards. For example,

- The Atlantic Women in Law Enforcement, a small regional Canadian network, presents awards for community service, leadership, excellence in performance, medal of valour, and female Police Officer of the Year.
- The South African Police Service Women's Network presents Prestige Awards.
- The International Association of Women Police (IAWP) presents awards for Officer of the Year, mentoring, leadership, community service, excellence in performance, medal of valour, civilian achievement, international efforts and IAWP affiliate recognition.

- The Association of Women Executives in Corrections in the US presents the Susan M. Hunter Endowment Award to a woman who has empowered and celebrated the development of other women in corrections.
- The American Bar Association annually presents the Margaret Brent Women Lawyer Achievement Award.
- The International Association of Women Judges honours those who have made significant contributions to advancing women's human rights.
- Los Angeles Women Police Officer and Associates president, Deborah Gonzales, highlighted that in view of the fact that some civilians found it challenging to compete against "women who were saving lives", her organisation now offers two leadership awards, one for a civilian member, and one for a sworn member.

Some associations have partnered with private industry to recognise achievement. For example, the US National Association of Women Law Enforcement Executives partners annually with Motorola to offer the Law Enforcement Executive of the Year Award. In addition to funding the award and the recipient's attendance at the annual conference, Motorola also funds and hosts a celebration of the award in the winner's home community.

Although several persons interviewed mentioned that maintaining a sense of humour is important for their association, only the National Association of Women Law Enforcement Executives notes publicly that it presents a "humorous" *Glass Ceiling Award*, a pin made from shards of glass to women who are promoted, in recognition of the many women who bumped their heads on the glass ceiling until it broke.

Professional Development and Training

Professional development and training are pivotal to recruit and retain more women in the security sector and constitute for most associations a substantial part of their respective mandates. All associations and networks reviewed offer professional development opportunities to their members. The majority of associations hold regular conferences. Others offer seminars, workshops, luncheons with speakers, and meetings. Many association events are open only to members. However, there appears to be a trend toward broader inclusion in events. For example, the International Association of Women Police is partnering with other law enforcement agencies, corrections, probation, parole, legal and education systems, and State police services to host the 2011 annual conference. The Los Angeles Association of Women Police Officers and Associates opens many of its events to members of all other Los Angeles police associations. Its President attributes the quality of the programme the association offers to the fact that many non-members participate in its sessions.

Examples of professional development opportunities offered by other associations include:

- The Afghan Women Judges Association, with the assistance of the Afghan Women Leaders Connect, was able to provide 80 Afghan women judges and lawyers with training in Afghan civil law/civil procedure codes and international conventions on civil rights. In association with this initiative, some of the participants were able to attend Harvard Law School.²⁰
- The International Association of Women Judges has conducted seminars for groups of judges and allied professionals in 21 countries, including training initiated through its partners in Afghanistan, Tanzania, Uganda and Zambia.
- Women in Homeland Security has offered a Threat Analysis and Emergency Preparedness Course in the District of Columbia, USA.
- The Los Angeles Women Police Officers and Associates has partnered with Global Investigative Industries to offer narcotics investigative training.
- The US-based Association of Women Executives in Corrections, recognising the need to develop future leaders, annually offers a professional development event for emerging leaders in corrections.
- The American Society for Industrial Security, Women in Security Group offered sessions on How to Promote Yourself and Staying Competitive While Maintaining the Work/Life Balance at its 2010 annual conference.

A number of associations offer scholarships or educational tuition assistance to members to further their professional development through association learning events or at post-secondary institutions. They include the International Association of Women Lawyers, Women in Defense and Security Canada, the Association of Women Executives in Corrections (USA), the Los Angeles Women Police Officers and Associates, the International Association of Women Police, and Women in Federal Law Enforcement (USA). The Los Angeles Women Police Officers and Associates offers training tuition assistance to members who wish to enhance their promotion prospects. Women in Federal Law Enforcement has negotiated a reduced rate for an online masters degree in public administration. A self-initiated Fredericton Police Force Ladies Group has been formed in Canada to support Atlantic Women in Law Enforcement efforts to raise funds to send members to professional development events.

Other associations offer exchanges and secondments as developmental opportunities for members. The Pacific Islands Chiefs of Police, Women's Advisory Network (PICP-WAN) offers 6 three-week women police officer exchanges annually. These exchanges aim both to enhance the personal development of participating officers and help them gain knowledge and skills that they can apply in their home environment to increase the effectiveness of their units. The programme is monitored by the PICP-WAN Secretariat.

²⁰ United States Embassy, *Afghan Women*, (Information Resource Centre: Spain), p.21.
<http://www.embusa.es/irc/AfghanWomen.pdf>

The International Association of Women Judges fosters judicial exchange visits. The British Association for Women Police and PICP-WAN second police officers to each other's head offices to help them gain developmental experience. The Nordic-Baltic Network of Policewomen is also exploring opportunities for exchanges.

Mentoring

A significant number of associations examined acknowledge that many security sector institutions are still male dominated, and that special efforts need to be made to advance women working in these institutions. Virtually all associations explicitly recognise the value and importance of mentoring in augmenting skill sets, broadening associations and relationships, and increasing the profile of women both within their organisations and in security sector institutions. A number of associations include in their statement of purpose or objectives their commitment to mentoring, creating or facilitating career development opportunities for members, increasing the number of women in decision-making or leadership positions, and providing improved opportunities for women to be treated as equals at all levels in their organisations.

Mentoring programmes in the associations examined take a variety of forms. There are several formal mentoring programmes, although the majority are more informal. Some programmes are targeted at specific audiences, while others are more general.

Examples of formal and informal mentoring programmes include:

- The Nordic-Baltic Network of Policewomen has been working on a project to gather information on experiences of female leaders and current efforts to increase female leadership in Nordic-Baltic police organisations (2008-2010). It plans to share its findings at an international seminar for mid-level female police officers, and thereby enhance their abilities to act as role models and motivate others to pursue more advanced leadership roles. The Network's 2008 Business Plan also envisaged a pilot project aimed at increasing female leadership at higher levels in cooperation with male leaders.
- A key objective contained in the constitution of the South African Police Women's Network is to "develop an assertive cadre of women leaders through mentorship."
- The National Association of Muslim Police, Women's Group (UK) is working on the development of a mentoring programme for Muslim women interested in advancing in the organisation.
- The Association of Women Executives in Corrections (USA) identifies emerging corrections executives and provides professional development specifically for them.

- The National Association for Women Law Enforcement Executives (USA) offers a formalised executive mentoring programme managed by its mentoring committee, that pairs interested mentors and mentees for a minimum 1-year period. The stated programme goals are “to enhance and develop professional growth and to support, to further advance women in law enforcement, and to provide a medium for productive exchange of ideas, experience, and learning.”
- The Pacific Islands Chiefs of Police, Women’s Advisory Network is committed to increasing female participation in leadership, management and the delivery of policing services by increasing access to and interaction with chiefs and through exchange programmes.
- Women in Defense and Security (Canada) offers a mentorship programme and leadership training focused on expanding leadership abilities.
- The American Bar Association, as the national voice for women lawyers, is committed to improving the profession by ensuring that women have equal opportunities for professional growth and advancement commensurate with their male counterparts. The anti-trust section of the American Bar Association has developed a mentoring programme in conjunction with its Supreme Court Swearing In Programme that matches newly admitted attorneys to the U.S. Supreme Court with experienced section leaders. This model will also be used to develop women leaders in the section
- The UN Mission in Sudan members are providing training and mentoring for policewomen in the Southern Sudan Women Police Network as part of the UN Police Reform and Restructuring Programme. They role model gender mainstreaming as they work with the local police and meet regularly with Network members to identify needs and concerns and make recommendations for change.
- Networking Women in the Fire Service in the UK offers a mentoring course for its members in cooperation with Anglia Ruskin University.

Public Outreach and Social Responsibility

In addition to providing support services for their members, a significant number of associations are working to improve the lives of women throughout the world who may not be aware of their human rights, or who are not able to exercise those rights. Public outreach services are widely dependent on identified needs and association interests and capabilities. They include, but are not limited to: public education; assisting in the development of quality and reliable legal services; providing input to legislation and legal frameworks; providing legal services to the community; conducting and publishing legal research; establishing and providing victim services; addressing community social needs; enhancing institution/community relationships; and opposing advertising that demeans women.

Other associations are committed specifically to improving the lives and status of women in security sector institutions. Their efforts are generally targeted within their institutions, but sometimes have a broader reach. Initiatives identified include: activities to advance women within their institutions; developing and supporting gender mainstreaming initiatives; identifying issues and challenges facing diverse communities within the sector; broadening diversity within institutions; supporting local colleagues; developing community advocacy programmes; and training members to deliver programmes.

A number of associations are investing financially, and devoting time and energy to their local communities. These investments range from sponsoring events to fundraising for community programmes, and “adopting” local programmes or initiatives.

Examples of objectives and outreach initiatives include:

1. Increasing Awareness of and Promoting Women’s Rights

- The European Women Lawyers Association *Equality Rights from Legislation for Everyday Life Project* offers seminars and educates through public radio programmes, brochures, and discussions.
- The Uganda Women Lawyers Association operates mobile legal outreach programmes to educate women in remote rural areas on their human rights and laws that affect them.
- The Association for Women’s Equity in the Canadian Forces produces education materials for the public.
- The International Association of Women Judges advances women’s rights to justice, promotes access to courts, sponsors public lectures, and disseminates information about human rights decisions. It has also developed curriculum for use in teaching students from middle school to university and law school levels, and for training programmes for police, lawyers, social workers, physicians and other professionals.
- The All India Federation of Women Lawyers promotes rights and welfare through legislation and assists women in exercising their rights.
- The US-based KARAMAH Muslim Women Lawyers for Human Rights develops educational materials to build confidence and leadership skills among Muslim girls and women.

2. Enhancing Police/Community Relationships

- The Tanzania Police Female Network works with NGOs, schools, prisons, and other community-based organisations to build safer communities.
- Women in Federal Law Enforcement (USA) recommends methods law enforcement agencies can use to improve and enhance their image in the community.

3. Supporting Government and Local Colleagues
 - The UN Mission in Sudan Police Women Network is supporting, training and developing women, promoting community involvement in safety and security, and linking female police officers with other women in policing throughout the world. They are supported and assisted in their efforts by the Government of Sudan's Police Women's Network.
 - The Ghana Police Ladies Association is profiling and promoting women working in roles traditionally reserved for men.
4. Demonstrating Social Responsibility
 - The Bulgarian Armed Forces Women's Association has organised charity campaigns and raised money to help needy members and support their families. It has also participated in breast cancer advisory campaigns and supported Red Cross and Red Crescent campaigns to assist Haiti.
 - The Los Angeles Women Police and Associates holds an annual fundraising event for a community organisation – e.g. one that provides shelter for homeless women.
 - The South African Police Service Women's Network participates in social responsibility and outreach programmes to address social needs related to the HIV/Aids pandemic, poverty, and crime survivor support groups.
 - The UN Mission in Sudan has “adopted” a rehabilitation centre for boys and girls.
 - The International Association of Women Police mobilised its members to campaign for the removal of an offensive advertising campaign from the media in North America.
5. Increasing the Profile of Issues and Challenges Confronting Associations and their Members
 - In the UK, the National Transgender Police Association participates in community and public events.
6. Encouraging Hiring of Diverse Populations
 - In the UK, the National Transgender Police Association participates in police recruitment fairs.
 - Networking Women in the Fire Service (UK) participated in the Positive Action Initiative to recruit a more diverse workforce.
7. Providing Support Services for Women in the Community
 - The American Bar Association Women's Division and Commission on Women in the Profession developed the Breast Cancer Legal Advocacy Initiative to help patients deal with legal problems related to diagnosis and treatment through

specific programmes and materials, and the training of attorneys to advocate for patients' access to such assistance whenever needed.

- The Federation of Women Lawyers Ghana established a legal aid programme for indigent women and children.

5.3 What Makes an Association Strong?

To be effective an association must be relevant to its members and stakeholders. The context in which an association operates influences entry points and strategies for addressing members' needs. Contextual considerations include the country/region where the association operates, as well as the sector, institution, and the stage of country development (i.e. post conflict, transitional, developing, developed). Other considerations must include the association's target population, its level of responsibility (i.e. entry level, supervisory, management, or executive), its membership's geographic footprint, available infrastructure and communications, vehicles, institutional readiness and willingness to change, leadership commitment and support, and the capacity and capability of the institution, the organisation and the individual to effect change.²²

The following examples highlight the need and the value of identifying and meeting members' needs, building and sustaining strong leadership, gaining and maintaining institution trust, confidence and support, and focusing strategically on policies and practices that will carry the association into the future.

Participants in a strategic planning workshop identified the strengths of the Liberian Female Law Enforcement Association, made up of representatives from 8 agencies, as integrated membership, and community leadership. They noted that policies to advance and support women are insufficient unless they are translated into action. They also highlighted that having or gaining access to readily accessible and committed expertise, building good fundraising capacity and developing the ability to mobilise resources are critical to the development of an effective association.²³

The UN Mission in Sudan Police credit the success they have enjoyed to the support provided by a sensitised local police executive, ready access to secure funding and the accurate identification of and focus on a specific target market. They also note that aligning business plans with the strategic priorities of the association and the community, and developing and executing well conceived strategies that assign responsibility and include accountability measures are critical.

The Association of Women Executives in Corrections (USA), the National Association of Women Law Enforcement Executives (USA), the International Association of Police, and the Pacific Island Chiefs of Police Women's Advisory Network emphasise the importance of collaboratively defining success indicators and evaluation and monitoring components based on a common goal. They also stress that creating buy-in is vital to

²² Clegg, I., Hunt, R., and Whetton, J., *Policy Guidance to Support Policing in Developing Countries*, (Centre for Development Studies, University of Wales; Swansea), 2000, p.174.

²³ WIPSEN & DCAF, *Report on the Strategic Planning Workshop for the Liberia Female Law Enforcement Association (LIFLEA)*, (WIPSEN-Africa: Accra), 2009

ensuring a shared commitment to a common goal, and to helping all stakeholders understand how they are contributing to the goals of the association.

Another group that included the International Association of Women Judges, the National Association of Women Law Enforcement Executives (USA), the Association of Women Executives in Corrections (USA), and the British Association for Women Police highlighted the need for sound strategic marketing. It also noted that developing and preserving an ethical reputation helps to build confidence and trust in an organisation, and that this ultimately will contribute to making it a reference for consultation and advice. The South African Police Service Women's Network has reinforced the need for members to feel a connection to the association, and to have confidence that they will be acknowledged, supported and represented at all levels.

6. Female Staff Associations as Agents of Change

6.1 Needs Identification

Needs identification processes vary significantly from one organisation to another. In developing and post conflict countries, needs assessments were initiated and facilitated by national and international organisations, including NGOs, prior to or during the establishment of the association. Examples include:

- Women in the Security Sector in Sierra Leone, supported by the Women Peace and Security Network - Africa and DCAF, dedicated significant time and effort with multiple stakeholders to identify issues and needs of member agencies individually and collectively. The association's purpose and objectives were developed based on the findings.
- The Organisation for Security and Co-operation in Europe, the South Eastern and Eastern Europe Clearing House for the Control of Small Arms and Light Weapons, the UN Development Programme, and the Southeast Europe Police Chiefs Association worked collaboratively to survey²⁴ 3,800 male and female police employees in the region to obtain an overview of the position of women in police services in Southeast Europe. Recommendations arising from this research informed the focus and activities of the newly formed Southeast Europe Women Police Officers Network.
- The UN Mission in Sudan Reform and Restructuring Coordinator noted that the commitment to increase female participation in peacekeeping and improve gender mainstreaming in Sudan had helped local UN Mission leaders to recognise that in order to attract and retain female peacekeepers they would have to address living conditions and deal with safety and security concerns. When changes were made, more women applied and were deployed and began to work alongside male

²⁴ S. Novović, S. Vla and N. Rakić: *Establishing the Southeast Europe Women Police Officers Network- Research Findings*, Sofia, Bulgaria, September 2010, http://www.seesac.org/uploads/studyrep/WPON_ENG_web.pdf

counterparts in remote and difficult sites without hesitation. These efforts led to the establishment of the UN Mission in Sudan Police Women's Network. Female and male peacekeepers also worked with local policewomen and women in the community to identify their needs and began to develop strategies to collaboratively address them.

Other associations have conducted or are conducting studies on established organisations.

- A survey of attitudes towards the Estonian policewomen's network conducted in Estonia among member and non-member female police officers ²⁵ demonstrated that views varied considerably between sworn and civilian female members on whether or not membership helped career advancement. However, the majority of respondents indicated that professional networks were important for acquiring new knowledge and experience and access to training. Respondents highlighted the need for more information about women's organisations and the benefits of membership. They also indicated that their superiors should support the training of female members.
- The Pacific Islands Chiefs of Police Women Advisory Network (PIC-WAN) has distributed statistical data collection templates to representatives in all participating countries of the PICP-WAN to determine the status of women in each agency, identify priority issues, and obtain information on local network activities. The findings report will also contain gender-disaggregated statistics for each agency. This baseline data will be used to measure progress towards association objectives.

Many associations use more informal measures to determine members' interests and needs. Some organisations use increases in membership, retention of members, and participation in association activities as indicators that they are meeting members' needs. Several association representatives indicated that they recognise that the viability of their association is dependent on being able to respond to members' interests and needs. As a result, their executives and committee members make a point of staying in touch with members and collecting information from this ongoing interaction. Examples of other activities used to identify interests and needs are:

- The Association of Women Executives in Corrections (USA) engages with members at its conference and through its emerging executive training programme to keep informed about their evolving interests and needs.
- The National Association of Women Law Enforcement Executives mentoring programme pairs Association mentors with other Association members seeking mentorship. These pairings serve not only to identify individual's development needs, but supports the collaborative development of strategies and solutions to address current and emerging policing and public safety issues.

²⁵ Kuldma, M. and Resetnikova, A., *Estonian Policewomen's Participation in Women Police Networking: Mandate, Appearances, and Attitudes* (paper presented to the 2nd International Conference on Women's Studies, Turkish Republic of Northern Cyprus, 26-28 April 2006)

- The International Association of Women in Police, which has recently seen a small decline in North American membership and a corresponding increase in European membership, is exploring why members are joining or leaving the association, and is looking for effective mechanisms to identify member engagement and retention strategies.
- The Women in Homeland Security (USA) gauges members' interests and needs by hosting events where topics and speakers are identified by members, and by the articles, books, and video clips they submit for posting online.

Associations must also anticipate that needs will change as the environment changes and they evolve. For example:

- In 2007, the initial needs of UN Mission in Sudan female peacekeepers when they were first deployed in the country were for safe housing and basic sanitation. These women recognised the value of working together, and formed the UN Mission in Sudan Police Women's Network. By 2010, their basic needs had been addressed and the association had evolved to the point where they were joining with gender advisors from around the globe at the UN to develop a Police Standardized Best Practices Toolkit on Gender and Policing in Peacekeeping Operations.
- The South African Regional Police Chiefs Council Organisation Women's Network Sub-committee reports that its initial work focused on empowering women and proactively addressing women's concerns in the organisation. Those initial efforts have evolved into a leadership role that includes association members being asked to participate in reviewing conditions of service and other organisational issues. Their involvement ranges from reviewing equality in the workplace, productivity and health, to training mentors at the national level to support other women, launching prestige awards that recognise the contributions of women, and holding regional forums for the Women's Police Network.

Also, needs are unique to the context in which an association operates and strategies must be carefully tailored to address those needs. In some cases, this may mean that some foundational work must be done to maximise opportunities for success. For example:

- In the Pacific Islands Chiefs of Police Women Advisory Network (PICP-WAN), members' needs include development of basic infrastructure to permit telephone and electronic communications with each other and with the PICP-WAN secretariat. Most other associations do not lack these facilities.
- The Federation of Women Lawyers – Kenya established that it could contribute to an identified community need to improve access to justice for women in the country. The way it responded to that problem was unique to the context, and to its existing capacities and capabilities.

6.2 Effecting Change in Security Institution Policies and Practices

This review of association activities highlighted that there is considerable potential for women's associations to play an important role in effecting changes in the policies and practices of security institutions, and that these changes can have long-term, beneficial effects not just for women, but also for men, and for the organisations, institutions, and the communities they serve.

Depending on their scope, associations can have an impact at local level or at a much broader national and international level. Female staff associations have impacted a variety of policies and practices, ranging from recruitment to maternity leave, flexible work hours, uniform changes, and national policies related to women's rights. These changes were in some cases the direct result of association involvement in formal policy making processes; in other cases associations were able to provide input and influence policy development through advocacy, the preparation of position papers, and lawsuits.

Associations' mandates influence their objectives and priorities. Strategies are developed and activities determined based on those objectives and priorities. When appropriate, some associations such as the British Association for Women in Police seek to influence policy by working directly with government. Others such as the European Network of Policewomen, the Belgian Association of Policewomen, and the European Women Lawyers Association seek to influence change by conducting and sharing research, preparing legal analyses, and writing articles on gender-related issues. The International Association of Women Judges and the Association of Women Executives in Corrections (USA) seek to influence policy and practice by increasing public and security sector employee awareness of gender-related issues, and by offering women opportunities to build knowledge, skills and abilities to enable them to compete effectively for advancement. They also offer professional development opportunities, promote and recognise women and their accomplishments, increase awareness of the benefits of participating in women's associations, and promote ongoing interactions and information exchange on best practices and new initiatives for persons working in security sector institutions.

A number of associations examined also seek to increase awareness of justice and human rights, provide improved access to justice, and increase community involvement in public safety and security through the provision of direct services to the community. Examples of a variety of associations and the services they provide are listed below. More detailed information on mandates, objectives and activities of associations examined is available online at www.dcaf.ch/publications.

Effecting Change in Policy

Some associations have impact at the local level; others have impact that is more far-reaching. Although input into policy development in each of the examples presented below has unique elements, all examples highlight positive outcomes that have benefited individuals, organisations, and the institutions within which they operate.

Participation in the development of policy amendments and the introduction of new policies has occurred at local, national, regional and international levels. Policy changes have resulted in changes to practices including:

- The introduction of maternity and paternity leave in the Royal Bahamas Police Force, based on work accomplished by the Bahamian Women Police Association.
- Improved access for women to employment opportunities in the Pacific Islands, resulting from ongoing initiatives of the Pacific Islands Police Chiefs, Women's Advisory Network.
- Improved gender balance, in keeping with the national "Gender Agenda" (UK), to which the British Association for Women Police provided input.
- Improved firefighter uniforms for women as a result of a lawsuit brought by the International Association of Women in the Fire and Emergency Services.
- Policy amendments relating to flexible work hours, part-time work, and cost savings on public order uniforms, through input provided by the British Association for Women Police. The public order uniform had been a one-piece suit, but is now a two-piece suit both for men and women.
- Gender-sensitive policies developed for the Immigration Service in Ghana with the assistance of the Immigration Ladies Association of Ghana.
- Increased awareness and focus on gender mainstreaming through gender-sensitive policies and training and the adaptation of gender policies for security sector institutions through the work of the Liberian Female Law Enforcement Association.
- Gender considerations have been incorporated into National Fire Protection Association (USA) standards through the efforts of the International Association of Women in Fire and Emergency Services.
- Domestic violence has been established as a crime, as a result of Ghana Police Ladies Association members taking on roles related to domestic violence investigation and victim service in the police service.
- Increased diversity in the firefighting workforce resulting from the work of the National Transgender Association (UK) and Networking Women in the Fire Service (UK).
- The Association of Women Executives in Corrections (USA) notes with pride that it is the group towards which queries on gender-related corrections issues are often directed. It has participated in policy reviews and has been influential in policy development and operational changes.

An example of a policy that has had a significant ripple effect began when the UN Mission in Sudan created a policy to change accommodation, equipment and vehicles to

make staff and field conditions more conducive to women, resulting in more women applying for postings in Sudan. As they began working alongside male counterparts in remote and difficult sites, their confidence increased, as did their male colleagues' confidence in them and their abilities. These women and men were able to model behaviours and practices that motivated local policewomen to assume more complex roles and responsibilities. As local policewomen were integrated into UN Mission in Sudan activities, they were trained and began to work in positions that had previously been available only to men. Furthermore, by assuming traffic control duties and investigating child and sexual assault cases, they developed problem-solving skills and began working in teams. This integration and role expansion further extended the reach of the UN Mission in Sudan into the community, and built local capacity and capability to provide improved policing, safety and security services for the community.

Influencing Legislative Change

A number of female staff associations in the security sector have advocated for legislative change, and in several cases have been instrumental in developing and amending legislation. For example:

- The Association of Uganda Women Lawyers worked with partners to develop the Domestic Relations Bill, the Succession Act, the HIV/AIDS Bill, and to amend the Penal Code to grant chief magistrates powers to hear defilement cases where the victims are of the apparent age of 14 and below, and advocated for the Equal Opportunities Act.
- The Federation of Women Lawyers – Kenya, through the Transformative Justice Programmes, engaged in the country's constitutional review process, the transitional justice process and in implementation of the peace accord. It also dealt with other gender-related constitutional matters, policy and practice advocacy, treaty monitoring and research, review of action on the Beijing Declaration and Platform for Action, and a review of the human rights records of UN member States. It furthermore lobbies for legal reforms to promote the rights of women and to protect young girls from being forcefully married off by elders in the society.²⁶
- The Mongolian Women Lawyers Association files test cases in court to challenge laws and policies discriminatory or harmful to women, drafts legislation on specific women's issues in collaboration with other women's groups, proposes recommendations on law and policy reforms, and engages in collaborative advocacy with other groups on proposed legislation and policy issues.

²⁶ Okello, J., Woman lawyers form alliance to address women's issues, *Juba Post*, 2010. <http://jubapost.org>

Improving Security and Justice Delivery

A number of associations examined focus on improving security and justice service delivery by providing direct services including training and resource materials for security and justice practitioners. These services are designed to increase practitioner knowledge, skills and abilities to deliver improved services to the community and to provide support services to local practitioners. Several persons interviewed noted that although female associations were a catalyst or championed the change initiatives described below, it is the local institutions and the communities they serve that are the ultimate beneficiaries of this support and changes to practice. Examples of initiatives that have had a positive impact include:

- A Good Practice Handbook for policymakers with simplified explanations of laws has been developed and translated into four major Ghanaian languages by the European Women Lawyers Association Equality Rights from Legislation for Everyday Life Project.
- The Afghan Women Judges Association provided 80 Afghan women judges and lawyers with training in Afghan civil law/civil procedure codes and international conventions on civil rights.
- The International Association of Women Judges developed an international human rights judicial community. Jurisprudence Equality Programme-trained jurists now form the nucleus of regional networks that can support one another and encourage their colleagues to follow suit. The association also conducts seminars for groups of judges and allied professionals in 21 countries and creates training teams of judges and magistrates prepared to lead human rights seminars for judicial officers.
- Ripple effects of the collaboration between the UN Mission in Sudan Police Women Network, the Government of Sudan Police Women's Network, and community organizations include the adoption and support of a rehabilitation centre for boys and girls. The association secured and donated sports equipment, bedding, and mattresses to the centre. The initiative was so well received that local NGOs and the UN have asked to be involved and are examining opportunities to offer literacy and vocational classes at the centre.
- The South African Police Service Women's Network trains women to mentor other women.
- The African Women Lawyers Association trained 140 senior police officers on domestic violence and violence against women.
- In the Pacific Islands, local police services and the communities they serve have benefited from the skills, knowledge and abilities women have acquired and brought to their home environments from work exchanges arranged by the Pacific Islands Chiefs Association, Women's Advisory Network.
- Drawing on the success of female peacekeeping units in Liberia, the Initiative for Inclusive Security (now the Institute for Inclusive Security), in partnership with the

US State Department Bureau of International Narcotics and Law Enforcement Affairs and the US-based Woodrow International Center for Scholars, organised a workshop in which representatives from the National Association for Women Law Enforcement Executives (USA), the International Association of Women Police, and the National Center on Women and Policing (USA) met with private contractors, security experts and US policewomen to discuss how to provide incentives to increase the recruitment of US female police officers for peacekeeping duties.

Research identified a number of examples of security sector female staff associations playing important roles in the delivery of safety, security and justice services. Services range from increasing community awareness of laws and human rights through presentations, courses, and the media to the direct provision of justice services. A number of lawyers' associations examined have established legal aid programmes, alternative dispute resolution programmes, trained paralegals, and delivered legal education programmes. The intent of these initiatives is to increase women's knowledge of their human rights and of the legislation that protects their rights, and to provide improved access to legal services that can assist women in assuring their rights and addressing issues they face in law and the justice system. Examples include:

- By 2008, the Tanzania Police Female Network, established in 2007, had been instrumental in the introduction of gender units and victim support units in 18 police stations to address issues of sexual and gender-based violence. The Network connected and worked collaboratively with the community through NGOs, schools, prisons and community-based organisations to build safer communities.
- The Association of Uganda Women Lawyers provided legal aid in 200 cases from 2005 to 2006, alternative dispute resolution assistance in 15,000 cases from 2006 to 2007, and trained 200 paralegals to improve accessibility to justice.
- The Afghan Women Judges Association provides legal aid to women in Ghazni, Kapisa and Parwan provinces. It has also provided 80 Afghan women judges and lawyers with training in Afghan civil law/civil procedure codes and international conventions on civil rights.
- The Federation of Women Lawyers - Ghana established a legal aid programme for indigent women and children and runs mobile legal outreach programmes to educate women in remote rural areas on their human rights and laws, which affect them.
- The Prison Women's Association in Sierra Leone issues micro credit loans to female inmates and teaches them dressmaking, soap making and arts and crafts.

6.3 Evaluating Impact

Information gathered on the impact female staff associations have on their institutions is, for the most part, anecdotal. The only formal association-related evaluation identified in this research was commissioned by the Estonia Police Women's Network. It examined policewomen's opinions about women's networks.²⁷ The study found that association members perceived that they derived benefit from participating in the network; non-members did not perceive a benefit from belonging to such a network. The researchers concluded that more work needed to be done to promote the benefits and value of belonging to a network.

Gauging the benefit and effectiveness of female staff associations is challenging without an in-depth assessment that includes the perspectives of association members, service recipients, and other stakeholders. Several associations note that they have conducted membership surveys, and use the results to guide their activities. Representatives of the International Association of Women Police (IAWP), the Association of Women Executives in Corrections (AWEC), and Women in Homeland Security (both USA) cited association growth and good attendance at events as indicators that their associations are having a positive impact on their institutions. Several associations, including the Federation of Women Lawyers in Uganda and its namesake in Kenya, viewed the use of services, or request for services as indicators of success.

Representatives of several associations, including AWEC and IAWP, noted that their associations are shifting from an ad-hoc, responsive approach to decision making and service delivery to a more strategic approach that incorporates business and strategic planning and monitoring. They report that adopting a business model has permitted a more focused approach to setting priorities, making sound business decisions, developing and implementing operational strategies, and assessing the impacts of those strategies. These associations recognise that being able to articulate and demonstrate what constitutes success and how success is measured will add value and benefit the association, and can lend evidence-based support to the development of growth, funding, and resourcing strategies, and setting direction for operational activities.

A number of associations indicated their member organisations were meeting their country's National Action Plan commitments on UN Security Council Resolution 1325 to increase the number of women employed in the security sector. For example, the UN Mission in Sudan notes that women made up 15% of deployed strength in May 2010, an increase from 5% in May 2009. The Pacific Islands Chiefs of Police Women's Advisory Committee provided current statistics on the number and ratio of women in the police services in member countries, as well as the percentage of women in management positions. Although the hiring and placement of women in management positions has been positive, what is not clear is to what extent the efforts of the associations have been instrumental in attaining those goals.

²⁷ Resetnikova, A. and Kuldma, M., Estonian Policewomen's Participation in Women Police Networking: Mandate, Appearances, and Attitudes, Presentation to the 2nd International Conference on Women's Studies "Breaking the Glass Ceiling", Eastern Mediterranean University (EMU) Centre for Women's Studies, Famagusta, Turkish Republic of Northern Cyprus, 26-28 April 2006

7. Key Challenges Identified

Some women interviewed echoed the sentiments of Major Anne Reiffenstein of the Canadian Armed Forces, quoted at the beginning of this paper – i.e. they feel isolated, different and unable to influence policy or initiate change, and consider that the support of other women could be helpful. Female associations can help to ease those feelings. Knowing that there are others who share the same concerns and work collaboratively with them to create needed changes provides hope for a brighter future. However, creating an association that can have the desired impact can be challenging.

Several challenges confront female staff associations in the security sector. Persons interviewed highlighted several challenges that must be overcome for associations to be successful. They include: the need for “political” will to create an association; the lack of executive support; weak association leadership; insufficient capacity; the capability of women to form and develop viable and sustainable associations and/or the interest of members; insufficient funding; traditions and cultural barriers in historically male dominated environments; meeting members’ needs; and remaining relevant to members and the communities they serve.

Many persons noted that their institutions and organisations are meeting female hiring targets. What is more difficult to determine is how women are supported and developed once they are in the organisation, and what efforts are being made to integrate them into predominantly male environments, to advance and retain them, and to change organisational cultures to recognise and appreciate the contributions they can make.

In all regional, multi-national police networks, board members and regional coordinators are encouraged to stimulate interest, enthusiasm and involvement in supporting and enhancing the role of women in policing in their countries and in establishing national or local female associations or networks. Several interviewees noted that the interest, commitment and support of their national or local police chief or women’s association champion is critical to the development of national and local associations. Association growth and development do not progress in linear fashion. A number of other associations have had periods of inactivity. Some have been revitalised, while others remain inactive. For example, notes from a Liberian Female Law Enforcement Association (LIFLEA) Strategic Planning Workshop held in 2010 revealed that LIFLEA, established in 2000, was revitalised in 2008 and 2010 because “many of the same challenges continued to persist, and had significantly reduced LIFLEA’s ability to address those issues.” In another example, Tonita Murray, the gender advisor to the Interior Ministry in Afghanistan, noted that the foundation of the International Association of Islamic Women Police was greeted with great enthusiasm, but faltered when it faced serious capacity and capability challenges.

A number of persons noted that success at regional, multi-national and international network organisational levels is dependent on the interest, commitment and support of the chairperson of the “parent” association in making the establishment of a female association a priority. Several interviewees provided examples of associations that flourished when a strong and committed leader made building and supporting a female

association a priority. However, when the leaders who succeeded them did not share the same interest, enthusiasm and commitment, the associations floundered.

Also, several persons noted that regional multi-national or multi-jurisdictional associations are doubly challenged. There is often limited capacity and capability within national/local associations to organise and sustain an affiliate association without direct input and support from the regional association. On the other hand, at the regional multi-national or multi-jurisdictional level, it is difficult to build and expand an organisation without local networks to support the regional efforts.

The Geneva Centre for the Democratic Control of Armed Forces notes that progress has been made in gender mainstreaming and promoting the equal participation of men and women in security sector institutions in many countries. However, a continued effort is required to improve prevention and response to gender-based violence, discrimination and stereotypes, and to ensure equal opportunities for women's participation in the security sector. David Potaka, secretariat manager for the Pacific Islands Chiefs of Police Women's Advisory Network (PICP-WAN), echoed these findings. He noted that until recently women in the Pacific Islands often struggled to be competitive for promotion, even though they may have superior qualifications, and so remained in low-level positions. He also stated that 2 of the countries participating in the PICP-WAN do not have local networks. Although the PICP-WAN secretariat continues to encourage them to establish local networks, he said that the police agencies in these 2 countries have solid gender policies and practices in place to address any gender-related issues that may arise.

A number of organisations examined, especially those in post-conflict countries, included increasing female participation in security sector organisations as one of their objectives. Organisations in developed countries were more focused on the equal advancement and promotion of women. Although increases in female recruitment can be a positive sign, data reflecting higher numbers of women must be carefully examined to determine what types of positions women are holding. For example, the number of women in the Estonia police force increased from 22.4% in 1998 to 33.3% in 2006. However, only 15% of women were in "higher ranking" positions. Of these, 82% were employed as commissaries, the lowest level of "higher ranking" officers.²⁸

Several interviewees noted that association and national action plans must be realistic. For example, the National Action Plan for Women in Afghanistan calls for 30% of the Afghan army and police personnel to be women.²⁹ A 2009 report by Women for Women International on Afghanistan notes that 4.2% of judges, 6.4% of prosecutors and 6.1% of attorneys are women and that there is no woman in the Supreme Court Council. Given challenges faced by women in Afghanistan generally, and by women in the security sector specifically, achieving identified hiring targets will be challenging. The limited number of women in the sector, coupled with the limited capability and capacity of women to form and develop viable and sustainable associations presents formidable challenges.

²⁸ Resetnikova, A., Women in Policing in a Transforming Organization: The Case of the Estonian Police, *The Journal of Power Institutions in Post Soviet Societies*, Issue 4/5, 2006, p. 6 www.ipss.revues.org/pdf/502

²⁹ Murray, T., Police-Building in Afghanistan: A Case Study of Civil Security Reform, *International Peacekeeping*, (2007) Volume 14, No. 1, pp 108 - 126

7.1 Alternatives to Female Staff Associations

Women must be supported and integrated into the workforce, even in contexts, jurisdictions or organisations where development of an association is not viable. Female staff associations are only one mechanism that can serve to bring women together to reduce their isolation through the development of support networks, and collective work to address gender issues and to advance women's full integration into all levels of security sector institutions. Examples of complementary or alternative strategies are described below.

Associations cannot function in isolation. Rather, they must operate in alignment with staffing, recruitment, retention, promotion and training strategies, policies, and practices aimed at enhancing the viability and sustainability of gender reform efforts. For example, a series of recommendations developed to establish and reform bar associations in post-conflict countries highlights the necessity for non-discriminatory admission to a lawyers association.²⁹ In order to achieve the desired objective, the recommendations suggest that it may be advisable to specify minority group or gender representation in the executives of associations in countries with marginalised populations. This strategy has been successfully implemented in Afghanistan where the Afghan Bar Association, which has 600 members, including 170 women, has a compulsory pro bono requirement and a quota for women in leadership on all committees.³⁰ Research did not identify whether female members of the Bar Association also participated in the Afghan Women Judges Association and the Afghan Women Lawyers Association, or the nature of the relationship(s) between these organisations.

Research conducted by the Law Society of British Columbia, Canada identified that women lawyers are more likely to stay in work environments when they are satisfied with advancement opportunities, the availability of mentors, the management of their organisation, professional development opportunities, and control over their work. Although the Society did not recommend the formation of women's associations or networks, it concluded that supportive, inclusive work environments that retain and advance women lawyers will have an advantage over those that do not uphold such practices.

The scarcity of military associations identified indicates that alternative support structures and mechanisms are even more relevant in this sector than in others. The NATO Committee on Gender Perspectives, for example, is pivotal in promoting strategies for making women's and men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies, programmes and military operations.³¹ The Defence Advisory Committee on Women in the Services in the US, the Gender Equality Observatory for Women in the Armed Forces in Spain, and the Council for Women in the Polish Armed Forces all address and report on gender-related issues to their respective governments (see also page 19).

²⁹ INPROL Consolidated Response (10-001), *Establishing and Reforming Bar Associations in Post Conflict States*. Jan 2010, P. 3 Sec. 2. <http://www.scribd.com/doc/25546183/Establishing-and-Reforming-Bar-Associations-in-Post-Conflict-States-CR-10-001>

³⁰ International Legal Assistance Consortium, *Rebuilding Justice Systems: Annual Report*, (ILAC: Stockholm) 2008, pp. 8-9

³¹ NATO Committee on Gender Perspectives http://www.nato.int/cps/en/natolive/topics_50327.htm

Concluding Comments

The past 10 years have seen the emergence of a significant number of associations and networks, nationally and internationally, committed to promoting equality and opportunity for women working in the security sector and ensuring that organisational and institutional policies and practices make this a reality. Other associations and networks are committed to providing training and support to enhance the knowledge and abilities of women working in the sector to provide justice-related services, while yet others provide direct services to the community.

Research showed that associations, networks, member organisations, and supporting and funding organisations have significant experience and expertise in gender mainstreaming and promoting equal participation of women and men in security sector reform. A number of persons interviewed were interested in connecting with others working on similar issues or who had completed research or initiatives in a particular area of interest. Accessing information about individual and collaborative association efforts proved challenging, and highlighted the value that could be derived from sharing completed research, lessons learned, best practices, and networking more broadly with other organisations involved in related activities. The excellent work being performed around the world needs to be broadly shared and promoted.

Research also demonstrated that security sector female staff associations or networks had only very limited linkages or relationships with other associations in their institutions unless they were directly affiliated with them, and even fewer linkages with other sector associations. Again, a review of the many and varied efforts of a significant number of associations emphasised the potential synergies that could be realised through increased interaction between them.

Some associations function at a policy/decision-making level. Others function at a process/operational level. There were only limited indications that groups involved in policy development worked with implementation teams to determine the potential impacts of policies and decisions. Bringing policy and operational experts together to discuss options and alternatives could be informative and valuable.

To increase the sustainability of associations, more attention and effort should be dedicated to data collection and analysis to determine if progress is being made towards objectives, and if efforts being undertaken are having the desired impact. Demonstrating impact in turn will be instrumental in mobilising financial resources and realising the great potential of many of the female staff associations examined.

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*denotes email discussion only

1. Asha Arabi*, UNDP, working with Southern Sudan Women Lawyers Association
2. Bojana Balon, Southeast Europe Women Police Officers Network (WPON) Project Manager, SEESAC
3. Maria Basel, President, Afghan Women Judges Association
4. Branka Bakic, Organization for Security and Co-operation in Europe (OSCE) Mission in Serbia
5. Sylvie Beaudry, Lt. Col., Deputy Provost Marshall, Canadian Armed Forces
6. Liese Bowers*, UK Immigration Office, East Midlands; Regional Representative, Home Office Women (UK)
7. Gale Buckner, former President, International Association of Women Police (IAWP)
8. Niema Burns, Devon and Cornwall Police, UK and Chair National Association of Muslim Police, Women's Group
9. Judith Dzokoto, President, Ghana Immigration Ladies
10. Inspector Dellareece Ferguson, Royal Bahamas Police Force, Coordinator, Bahamian Association of Women Police
11. Leanne Fitch, Deputy Chief, Fredericton Police (Canada), Region 11 Coordinator, International Association of Women Police (IAWP), AWLE member
12. Paddy Fitzhenry*, Regional Liaison Officer, Permanent Defence Force Other Ranks Representative Association, Ireland
13. Peg Gant, Executive Director, Commission for Accreditation of Florida Law Enforcement, Inc., Chair, National Association of Women Law Enforcement Executives, (NAWLEE)
14. Detective Deborah Gonzales, President, Los Angeles Women Police Officers and Associates (LAWPOA)
15. Anne Healy, President, Women in Defence and Security (WiDS)
16. Myra James, 1st Vice President, International Association of Women Police (IAWP)
17. Lt. Col. Neviana Miteva*, Bulgarian Armed Forces Association
18. Tonita Murray*, Canadian Government Support Officer, Sr. Advisor, Ministry of the Interior, Afghanistan
19. Detective Inspector David Potaka, Secretariat Manager, Pacific Islands Chiefs of Police Women's Advisory Network (PICP-WAN)
20. Surendra Sharma, Reform and Restructuring Coordinator, United Nations Mission in Sudan
21. S/Sgt. Marg Shorter, RCMP and 2nd Vice President, International Association of Women Police
22. Kit Spring, Executive Director, Association for Women Executives in Corrections (AWEC)
23. Captain Bozena Szubinska*, Armed Forces, Ministry of National Defence Poland and Secretary, Council for Women in the Polish Armed Forces
24. Kristina Tanasichuk, President, Women in Homeland Security (WHS)
25. Jennifer Terne- Hartman, Strategic Operations Specialist, and Chair, Women in Security Group, ASIS International
26. Arlene Terry, Organizational Effectiveness Division, Ontario Ministry of Community Safety and Corrections
27. Anne Waters*, Director, Networking Women in the Fire Service
28. Carolyn Williamson, Secretary, British Association of Women Police (BAWP)

Other Persons Interviewed

The following persons were interviewed to identify associations, potential contacts who could provide insight and direction, and related research. Persons/organisations who did not respond to queries are not listed.

* Denotes email discussion only

1. Gwen Boniface, UN Department of Peacekeeping Operations, New York
2. Mavic Cabrera-Balleza, International Coordinator, Global Network of Women Peacebuilders, a programme partner of the International Civil Society Action Network
3. Ani Colekessian, former UN-Instraw, Dominican Republic
4. Lonnie Croal*, Programme Developer, College of the North Atlantic, Qatar
5. Peter Darcy*, Professor, National Security Institute, Abu Dhabi
6. Karen Davis, Defence Scientist, Leadership Institute, Royal Military College
7. Penny Derham*, Regional Security Manager Burma, Cambodia, Thailand & Vietnam, British Embassy Bangkok
8. Portia Dewhirst, Director of Programmes, Police Sector Council, Canada
9. Deborah Doherty, Director, International Programmes, Canadian Police College
10. General H.C. Dua*, Central Association of Private Security (CAPSI), India
11. Colonel Sarah L. Garcia*, US Air Force, Commander, AFOSI, Region 6 (Asia-Pacific)
12. Frances Gordon*, Judicial Development and Grass Roots Engagement (JUDGE) Project, Country Director, Vietnam
13. Paul Highgate*, Department of Politics, Bristol University
14. Christine Jakob, Social Affairs, EUROMIL
15. Mark Lalonde, Managing Partner, CanPro GlobalServices
16. Cecilia Mazzotta, Red de Seguridad Defensa de América Latina (RESDAL)
17. Malika Rabyi*, Cdt., Department of Defense Belgium
18. Fabrice Ramadan*, Gender Advisor, EUSEC/EUPOL RD CONGO
19. Silke Reichrath*, Regional Liaison Officer, Global Partnership for the Prevention of Armed Conflict (GPPAC) North America Peacebuild
20. Hyeon -Ju Rho*, American Bar Association, Rule of Law Initiative, Country Programme Director, China
21. Dennis Shepp, President, Dennis Shepp Security Management Professional Inc.
22. Jolynn Shoemaker*, Women in International Security
23. Eileen Skinnider, Legal Consultant, International Centre for Criminal Justice Reform and Criminal Justice Policy (ICCLR)
24. Terry Satterfield, Maryland Police and Corrections Training Commission, Executive Development Institute
25. Kristine St. Pierre, Research and Education, Pearson Peacekeeping Centre
26. Rita Wirrer*, Ethics Advisor and former Equal Opportunities Officer, Rhineland-Palatinate Police, Germany
27. Ed Wozniak*, Executive Director, International Corrections and Prisons Association

Appendix 1

Questions to guide research and interviews:

ALL FOR MAPPING:

1. Organisation name
2. Website
3. Contact name, position, address, telephone, fax and email address
4. Scope (section vs institution-wide)
5. Institution status (endorsed and funded or independent/subsidiary of “mainstream” association or separate)
6. Date of foundation
7. Mandate/Purpose
8. Organisational structure – brief description
9. Funding sources
10. Membership criteria and rules
11. Number of members (if accessible)
12. Major activities (eg. mentoring programmes, staff development). Also include reference to publications, such as annual or thematic reports, if accessible.

DETAILED INFORMATION ON SELECTED GROUPS:

A. ORGANISATION OVERVIEW

13. Vision, mission, value statements
14. Founding year, founding documents, constitutions, statutes
15. Current strategic plan
16. Annual reports, financial reports, and thematic reports
17. Organisational structure
18. Governance and accountability structures
19. Policies
20. Management and staff – number, role, paid, volunteer etc.

B. OPERATIONS AND BUSINESS PRACTICES

21. How is work accomplished – and how does the association address and support the interests and needs of members?
22. The role members play. Does the association have an online forum or platform where members can interact? If yes, might such a forum also provide insight on how members perceive the association, and has it been able to help effect change?

C. IMPACT

23. How has the association developed over time/adjusted to the function it performs (brief analysis)?
24. What impact has the association had?
25. Does the association have the ability to effect personal change (improve the ability of members to perform and advance in their jobs), and institutional change (perceived or realised) related to security policies, institutional structures, and practices (including personnel, budgets, logistics, infrastructure, training etc.)?
26. What are the challenges facing the promotion of institutional change?
27. How can these challenges be overcome?

D. LINKAGES AND NETWORKS

28. Affiliations and partners (formal and informal). Who are the partners? What is the objective of the partnerships? What partnership mechanisms are in place? How supportive is the institution with which the association is directly affiliated (e.g. the Interior Ministry for a police association)? Participation in international/regional networks?
29. Interactions with agencies (national and international) that support security sector reform. Which agencies? What interactions/activities (funds, implementation, support)? Who could/should support associations? How can external actors support?

Appendix 2

Female Security Sector Staff Associations Reviewed

Police Staff Associations

1. Atlantic Women in Law Enforcement (AWLE) (Canada)
2. Australasian Council of Women and Policing, Inc.
3. Bahamian Association of Police Women
4. Belgian Association of Women Police
5. Botswana Women Police Network
6. British Association of Women in Policing (BAWP)
7. Caribbean Association of Women Police (CAWP)
8. Estonia Police Women's Network
9. European Network of Policewomen (ENP)
10. Ghana Police Ladies Association
11. Home Office Women (HOW) (UK)
12. International Association of Islamic Police Women
13. International Association of Women in Police (IAWP)
14. Los Angeles Women Police Officers and Associates (LAWPOA)
15. Mozambique Police Women's Network
16. Namibia Police Service Women's Network
17. National Association of Muslim Police Women's Group (NAMP) (UK)
18. National Association of Women Law Enforcement Executives, Inc. (NAWLEE)
19. National Transgender Police Association (UK)
20. Nordic-Baltic Network of Policewomen (NBNP)
21. Pacific Islands Chiefs of Police Women's Advisory Network (PICP- WAN)
22. South African Police Women's Network (SAPS Women's Network)
23. South African Regional Police Chiefs Cooperation Organisation (SARPCCO) Women's Network Sub-Committee
24. Southeast Europe Women Police Officers Network (WPON)
25. Tanzania Police Women's Network
26. United Nations Mission in Sudan Women Network and the Government of Sudan Police Women's Network
27. West African Police Women Association (WAPWA)
28. Women in Federal Law Enforcement, Inc. (WIFLE)
29. Zambia Police Service Women's Network
30. Zimbabwe Republic Police Women Network

Corrections Staff Associations

31. Association of Women Executives in Corrections (AWEC) (USA)
32. National Association of Female Correctional Officers (USA)

33. Women in Corrections, Ontario Correctional Services (Canada)
34. Prison Women Association (Sierra Leone)

Fire and Emergency Services Staff Associations

35. International Association of Women in Fire and Emergency Services, Inc. (iWomen)
36. Networking Women in the Fire Service (UK)
37. New Zealand Fire Service Women
38. Women and Firefighting Australasia Inc.

Military Staff Associations

39. Association for Women's Equity in the Canadian Forces
40. Bulgarian Armed Forces Women Association
41. Women in Defence and Security Canada (WiDS)

Immigration Staff Associations

42. Immigration Ladies of Ghana
43. Bureau of Immigration and Naturalization Women Association (Liberia)

Private Security Staff Associations

44. American Society for Industrial Security (ASIS), Women in Security Group

Judges Associations

45. Afghan Women Judges Association (AWJA)
46. International Association of Women Judges (IAWJ)
47. UK Association of Women Judges

Lawyers Associations

48. Afghan Women Lawyers and Professionals Association
49. African Women Lawyers Association (AWLA)
50. All India Federation of Women Lawyers
51. American Bar Association, Women Lawyers Division and Commission on Women in the Profession (ABA)
52. Association of Uganda Women Lawyers (FIDA-U)
53. European Women Lawyers Association (EWLA)
54. Federation of Women Lawyers Ghana (FIDA Ghana)
55. Federation of Women Lawyers Kenya (FIDA Kenya)
56. Foreign Women Lawyers Association Tokyo
57. International Bar Association Women Lawyers Interest Group
58. International Federation of Women Lawyers (FIDA)
59. Itach Women Lawyers for Social Justice (Israel)
60. KARAMAH Muslim Women Lawyers for Human Rights
61. Mongolian Women Lawyers Association

62. Otago Women Lawyers Society Inc. (OWLS)
63. Pakistan Women Lawyers Association (PWLA)
64. Southern Sudan Women Lawyers Association

Sector-Wide Peace and Security Staff Associations

65. Liberia Female Law Enforcement Association (LIFLEA)
66. Women in the Security Sector – Sierra Leone (WISS-SL)
67. Women in Homeland Security (WHS)



Geneva Centre for the Democratic Control of Armed Forces (DCAF)

The Geneva Centre for the Democratic Control of Armed Forces (DCAF) is one of the world's leading institutions in the areas of security sector reform and security sector governance. DCAF provides in-country advisory support and practical assistance programmes, develops and promotes appropriate democratic norms at the international and national levels, advocates good practices and conducts policy-related research to ensure effective democratic governance of the security sector.

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