



اللجنة الوطنية الأردنية
لشؤون المرأة
The Jordanian National
Commission for Women

GENDER MAINSTREAMING STRATEGY

for

Jordan Armed Forces - Arab Army

2021-2024

Canada



With support from
Finland's development
cooperation



aecid



UK Government



“

“...We stress on the importance of women in education, guidance, training and work, and enabling them to take their role in society as partner of men in the growth and development of society...”


”

His Majesty King Abdullah II Bin Al Hussein

“

“The vision of this strategy is for the Jordan Armed Forces - Arab Army to be a leading Arab military institution on the international level in practicing gender mainstreaming, building capacities, and promoting the advancement of women in all aspects of the Jordanian Armed Forces.”

”

Major General 
Chairman of the Joint Chiefs of Staff
Youssef Ahmed Al Hunaiti

Contents

List of Acronyms	5
Glossary	7
Foreword	9
Summary	10
Gender Mainstreaming Strategy 2021-2024	12
Background	12
Introduction	16
Strategic Goals	20
Gender Mainstreaming Strategic Framework 2021-2024	21
Reporting and Accountability	22
Coordination	23
Monitoring and Evaluation	23
Conclusion	23
Annex A: Implementation Plan for the Gender Mainstreaming Strategy of Jordanian Armed Forces 2021-2024	25
Annex B: Main Findings of the Gender Self-Assessment	36
Annex C: Recommendations Arising from the Gender Self-Assessment	54
Bibliography	56

List of Acronyms

AWP	Annual Work Plan
CDD	Civil Defence Directorate
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSO	Civil Society Organisations
DCAF	Geneva Centre for the Democratic Control of Armed Forces
DOA	Directorate of Officers Affairs
DPA	Directorate of Personnel Affairs
FWA	Flexible Work Arrangements
GBV	Gender-based Violence
GCC	Gender Co-ordination Committee
GDG	General Directorate of Gendarmerie
GENAD	Gender Adviser
GFP	Gender Focal Point
GMP	Gender Mainstreaming Policy
GMS	Gender Mainstreaming Strategy
GoJ	Government of Jordan
GSA	Gender Self-Assessment
IG	Inspector General
JAF	Jordanian Armed Forces
JNCW	Jordanian National Commission for Women
JONAP	Jordanian National Action Plan for the Implementation of UNSCR 1325 on Women, Peace and Security
JRP	Jordan Response Plan
KAS	KAS Model: K- Knowledge (cognitive capacity); A – Attitude (affective capacity); and S – Skills (psychomotor capacity)
MGD	Moral Guidance Directorate

MoE	Ministry of Education
MoHE	Ministry of Higher Education
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MPC	Military Police Command
MWAD	Military Women’s Affairs Department
NATO	North Atlantic Treaty Organisation
NCHR	National Centre for Human Rights
NSW	National Strategy for Women
POTI	Peace Operations Training Institution
PSD	Public Security Directorate
PSEA	Protection against Sexual Exploitation and Abuse
TNA	Training Needs Analysis
ToT	Train the Trainers
TOR	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
UNSCR	United Nations Security Council Resolution
WPS	Women, Peace and Security

Glossary

A glossary of the key gender terms used in the GMS are outlined below.¹

Gender

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

Gender equality

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

Gender relations

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

Gender equity

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

Gender mainstreaming

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

¹ Australian Federal Police. (2018). *International Operations Gender Strategy 2018-2022*. P.21-22. Licensed from the Commonwealth of Australia under a Creative Commons Attribution 3.0 Australia License. The Commonwealth of Australia does not necessarily endorse the content of this publication. Retrieved from <https://www.afp.gov.au/sites/default/files/PDF/InternationalOperationsGenderStrategy.PDF>.

Gender perspective

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

Gender lens

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

Gender discrimination

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

Gender Advisors

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

Gender Focal Points (GFP)

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

Foreword

1. Since the 1950s, His Majesty King Hussein, may God rest his soul, guided efforts in increasing women's participation in the Jordan Armed Forces (JAF), considered essential in progressing forward, and ensuring that both women and men bear the responsibility of defending the country. This is notable since Islamic Sharia does not prohibit women from this right. Women's success in the public sector was one of the incentives behind General Command military official's decision to recruit them. With the continuous support of His Majesty King Abdullah II Ibn Al-Hussein, the role of military women has been enhanced to prepare, qualify and well train them to perform their duties, equally with men.
2. The JAF was one of the leading state security institutions to recruit women, in order to enhance their meaningful participation and promote gender equality as one of its main priorities. JAF has a significant regional and international role as a provider of humanitarian assistance and military training, and the uniformed women play important role in these activities and also in international peacekeeping missions.
3. Aligned with the Jordanian National Action Plan for the Implementation of United Nations Security Council Resolution 1325 (2000) on Women, Peace and Security (WPS) 2018-2021 (JONAP) and other national policies related to gender equality, the Gender Mainstreaming Strategy 2021-2024 (GMS) has been drafted as a national policy framework with the current efforts of the Kingdom of Jordan to support security and stability at the national and regional levels. The GMS provides a roadmap to ensure that global commitments on Women, Peace and Security and gender equality are translated into concrete actions.
4. The objective of the GMS is to address any existing barriers and to ensure equitable access for women to all roles, education, training, and opportunities. Their representation in senior leadership roles, and improved participation across the security sector, is a key principle of gender equality and is necessary to ensure sound and effective organisational decision-making. To achieve this, JAF must create an enabling environment for all women and men through strong leadership, commitment, and accountability. This will further enhance the operational effectiveness of JAF by valuing and respecting the contribution of all personnel. As such, the GMS and its implementation plan have been developed to meet the outcomes sought by JONAP, and focuses on three main strategic goals to strengthen the institutional approach to achieve women's full participation and gender equality:
 - **Strategic Goal 1: Create an enabling environment and culture that enhances gender equality and eliminate all kinds of discrimination.**
 - **Strategic Goal 2: Strengthen and adopt gender-responsive policies.**
 - **Strategic Goal 3: Ensure robust internal and external oversight of gender mainstreaming outcomes.**

Summary

1. This *Gender Mainstreaming Strategy 2021-2024* (GMS) of the Jordanian Armed Forces (JAF) is a military sector national policy framework relevant to the Kingdom of Jordan's current efforts to support national and regional security and stability. The Strategy provides a policy framework on the implementation of the commitments on Women, Peace and Security (WPS) and gender equality in line with Jordanian *National Action Plan (JONAP) for the implementation of United Nations Security Council Resolution 1325 (2000) on Women, Peace and Security 2018-2021, National Strategy for Women 2020-2025*², Gender Mainstreaming Policy, *Jordan Response Plan for the Syria Crisis 2020-2022*³ and *Comprehensive National Plan for Human Rights 2016-2025*.
2. The objective of the GMS is to strengthen and institutionalise gender mainstreaming as a key component of the security sector's strategies, policies, and operations to achieve gender-responsiveness and meaningful participation of women in the security sector and in peace operations. The Government of Jordan (GoJ) has demonstrated the senior decision-making level commitments and national ownership towards increasing women's full participation in peace, stability, and security in the country. Jordan is a leading country that has integrated gender aspects into security sector reform to promote women's recruitment, retention, and advancement in leadership positions and on various ranks and adopting the JAF GMS is one of the examples of its leadership and strong national ownership for implementation of WPS agenda moving forward.
3. The proposed GMS reflects on the efforts by JAF to actively implement gender mainstreaming initiatives since the adoption of the JONAP. JAF's initial gender mainstreaming efforts in support of the JONAP were outlined in their Annual Work Plan (AWP) for the period 2019-2020, under the Memorandum of Understanding between the JAF and UN Women, and supported by the international partners – Canada, Finland, Norway, Spain, and the United Kingdom. The AWP is focused very strongly on capacity building of staff and the institution to undertake gender mainstreaming activities, as well as preliminary measures to increase women's participation. These activities are aligned with the national priorities and frameworks related to gender equality adopted by the Jordanian government in year 2020.
4. The strategy is also informed by the findings of a Training Needs Analysis (TNA) conducted by JAF in early 2020, and a Gender Self-Assessment (GSA) completed in November 2020. The purpose of the TNA was to assess the gaps in the capabilities of the gender staff to lead implementation of the JONAP and AWP and to undertake

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

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

gender mainstreaming activities in the workplace, and to inform the development of specific gender training. The TNA identified the need for an organisational culture that reinforced gender mainstreaming as a core policy approach. The GSA was conducted in line with international practice,⁴ adopted to the local context and needs of JAF. The special GSA tool was designed to assess and provide a snapshot of JAF's gender responsiveness.

5. As a result of these efforts in 2020, the GMS has been developed with recommended activities underpinned by three over-arching strategic goals. These goals, and proposed activities are as follows:
 - a. **Strategic Goal 1: Create an enabling environment and culture that enhances gender equality and eliminate all kinds of discrimination.** This includes structural enhancements such as trained staff; accessible childcare; monitoring and evaluation mechanisms; as well as commitments to women's participation and leadership through strategic mission statements, specialised training for women, and gender awareness training for all staff.
 - b. **Strategic Goal 2: Strengthen and adopt gender-responsive policies.** This goal recommends enhancements to recruitment, promotion, and retention systems, to ensure greater participation by women; review of Codes of Conduct; setting targets for women's recruitment, participation, leadership roles, and peacekeeping missions; creating mentoring, networking, and leadership programs to support women in their careers; and addressing any infrastructure barriers to women's participation.
 - c. **Strategic Goal 3: Ensure robust internal and external oversight of gender mainstreaming outcomes.** Goal 3 is focused on ensuring commitment and oversight to gender mainstreaming activities through the adoption of an annual report on women's participation across the life cycle of service (from recruitment to separation); appointing male and female senior officers as gender champions; and ensuring institutional collaboration with the community and civil society.
6. Overall, while JAF has already made progress, the GMS provides the roadmap for JAF to examine its policies, programs, and strategies to ensure they are responsive to the needs of both women and men and deliver non-discriminatory pathways for both women and men to progress and be promoted to senior levels. In doing so, JAF will be well placed to meet its obligations to national gender equality provisions and ensure gender-responsive services to the community.

⁴ Geneva Centre for Democratic Control of Armed Forces (DCAF) (2011). *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector*. (Geneva: DCAF, 2011).

Gender Mainstreaming Strategy 2021-2024

Background

1. The Jordanian Armed Forces (JAF) *Gender Mainstreaming Strategy* (GMS) aims to institutionalise gender mainstreaming as a key policy component of the security sector's implementation of the Government of Jordan's national priorities such as JONAP, *National Strategy for Women 2020-2025* (NSW), Gender Mainstreaming Policy (GMP), *Jordan Response Plan for the Syrian Crisis 2020-2022* (JRP)⁵ and *Comprehensive National Plan for Human Rights 2016-2025*. In partnership with the JAF and Jordanian National Commission for Women (JNCW), and with support of five key international partners – Canada, Finland, Norway, Spain and the United Kingdom, UN Women provided technical and financial support for security sector agencies⁶ in Jordan to ensure holistic implementation of the JONAP's four priorities areas and enhance the participation of women in peace and security.
2. JONAP affirms the requirement to create a culture or enabling environment to encourage men and women personnel in security sectors to integrate gender perspectives in all strategic, operational, and tactical levels and tasks, and to promote women's entry into security sectors, including all forces. An enabling environment in this context means ensuring the following: that there are no obstacles for women to enter, advance and lead in the security sector, that the needs and priorities of women are met, that equitable access and opportunities in the security sector are available to women, and that senior leadership demonstrates visible support for women's advancement.⁷ Such an environment will enhance the operational effectiveness of security sector and facilitate the entry and retention of women in security sector jobs, and support women's performance and access to leadership positions.
3. The JONAP is underpinned by Annual Work Plans (AWP) outlining each security sector agencies' activity aligned with JONAP Strategic Goals. The AWP are designed to strengthening institutional capacity development on women, peace, and security (WPS) issues and gender-responsive security sector reform in support of **JONAP Strategic Goal 1: Achieve gender-responsiveness and meaningful participation of women in the security sector and in peace operations**. AWP activities have focussed strongly on capacity building of staff and the institution to mainstream gender as a technical capability. These have included:
 - a. Developing the oversight and implementation committees and technical working groups;

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

6 Jordanian Armed Forces and Public Security Directorate.

7 Based on the Outputs for JONAP Outcome 1.1.

- b. Creating a gender office and appointing gender staff (gender officer 1 and gender officer 2) on the structure of the military women's affairs department (mwad);
 - c. Conducting awareness sessions on gender mainstreaming;
 - d. Developing a training course for gender staff;
 - e. Creating monitoring and evaluation (m&e) mechanisms; and
 - f. Measures to increase women's participation in the security sector and in peacekeeping.
4. The JAF AWP for the implementation of JONAP was reinforced by a study visit by JAF personnel to the Nordic Centre for Gender in Military Operations in Sweden, in September 2019, to share best practices on gender mainstreaming in the security sector. The Jordanian delegation also included, in addition to JAF, members of Public Security Directorate (PSD). Meetings were held with the Swedish Ministry of Defence, the Swedish International Development Agency, the Swedish Armed Forces, the Swedish Police, and the Stockholm International Peace Research Institute, to discuss how the military and security sectors can integrate comprehensive gender-responsive policies and practices which are inclusive of the WPS agenda.⁸
 5. The primary purpose of the gender mainstreaming work in JAF is to undertake a selected set of activities aimed at institutionalising knowledge, skills, and attitudes towards gender mainstreaming in all peace and security efforts to achieve JONAP Strategic Goal 1. Preliminary efforts have provided an opportunity to strengthen and build upon existing activity and leadership in these areas. This has included the use of gender mainstreaming in all peace and security efforts as a tool for improving gender equality and women's participation in the security sector; increasing JAF's responsibility to implement international commitments and policy on gender, gender equality and WPS; and increasing JAF's awareness and understanding of the importance of gender in sustainable peace and security efforts, and in maximising operational effectiveness.
 6. **Training Needs Analysis.** In early 2020, with UN Women Jordan's support, JAF conducted a Training Needs Analysis (TNA) to identify the gaps and deficiencies in the capabilities of gender unit staff to implement the JONAP and AWP, and to undertake gender mainstreaming activities in the workplace. The objective of the TNA was to assess institutional (staff) knowledge of gender issues and concepts, and their ability to integrate gender perspective, to better tailor training to their identified needs. Its purpose was solely to guide capacity assessment and development, and training, on gender mainstreaming.
 7. 1,144 respondents (54% female, 46% male) took part in the perception survey from security sectors in December 2019 and 55.24% of males surveyed and 69.63% of females surveyed held a positive perception of women's entry, advancement, and leadership in

⁸ UN Women Jordan. (2019). *Jordan security sector agencies visit the Nordic Center for Gender in Military Operations to share good practices on gender mainstreaming into security sector reform*. Retrieved from <https://jordan.unwomen.org/news/stories/209/october/jordan-security-sector-agencies-visit-the-nordic-center-for-gender-in-military-operations>.

the security sector. The findings revealed that less men than women in security sector supported women’s participation in peacekeeping missions, specifically 28.65% of males surveyed and 69.45% of females surveyed held a positive perception of women’s deployment in peace operations and international missions.

8. The findings of the TNA, the structure of which was based on the KAS Model,^{9,10} identified the need for an organizational culture that reinforces gender mainstreaming as a core policy approach; flexible gender roles / stereotypes, e.g., shared responsibility for home/childcare; the equal distribution of power and resources; anti- discrimination in workplace policies and practices; respectful and gender-sensitive behaviour and language between, and to, colleagues in the workplace; and the equal valuing of women and men.
9. Using the KAS Model, the TNA assessed participant’s prevailing attitudes, culture, and values towards gender mainstreaming in program and operations activities. Using nine established issues that can reinforce gender inequality or rigid gender roles, participants were asked to rank them in order of importance. The individual participants rankings were collated and are collectively ranked in order of importance in **Figure 1**.

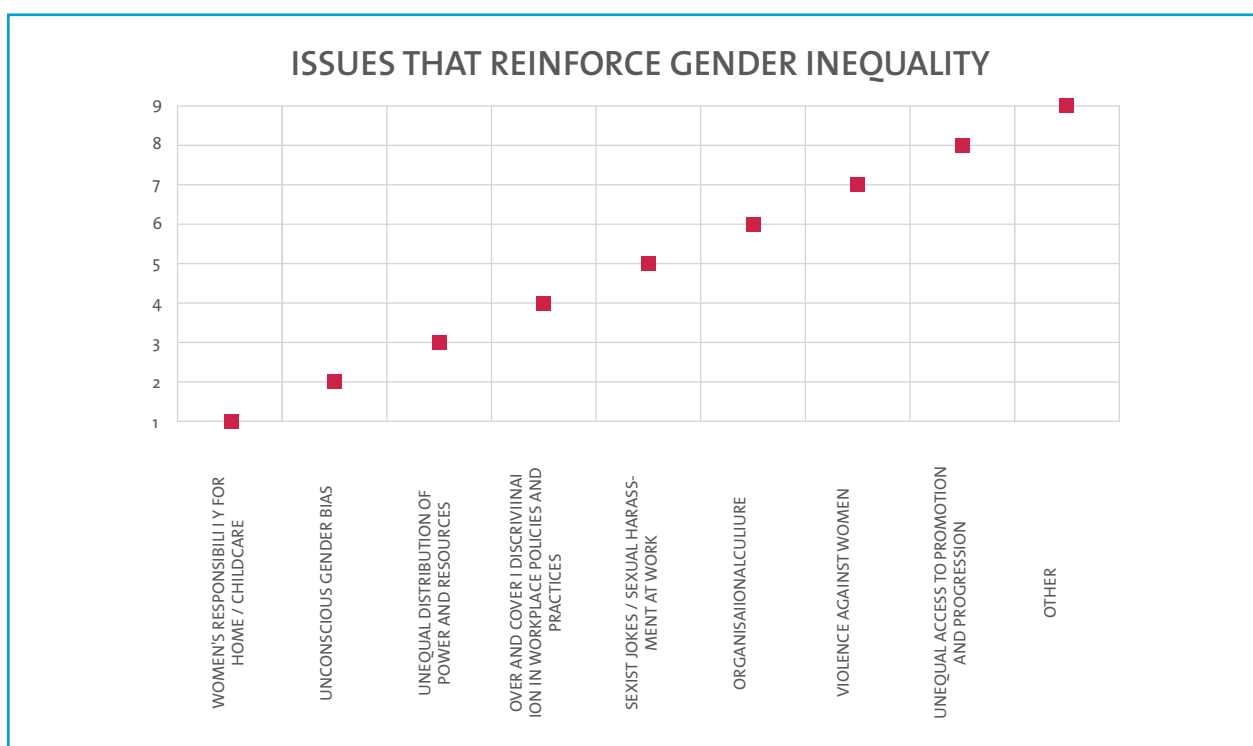


Figure 1. Issues in JAF That Are Perceived to be Reinforcing Gender Inequality and Rigid Gender Roles – Ranked in order of Importance by JAF

9 K- Knowledge (cognitive capacity); A – Attitude (affective capacity); and S – Skills (psychomotor capacity).

10 UN Women. 2016. *Gender Equality Capacity Assessment Tool*. Tool for Assessment of Capacity in Promoting Gender Equality and the Empowerment of Women for the UN System and Other Partners, pp.15-16.

10. Similarly, participants were asked to rank, in order of importance, twelve established gender issues that gender mainstreaming training would address. **Figure 2** demonstrates the breakdown of the proportion of importance of these issues to JAF.

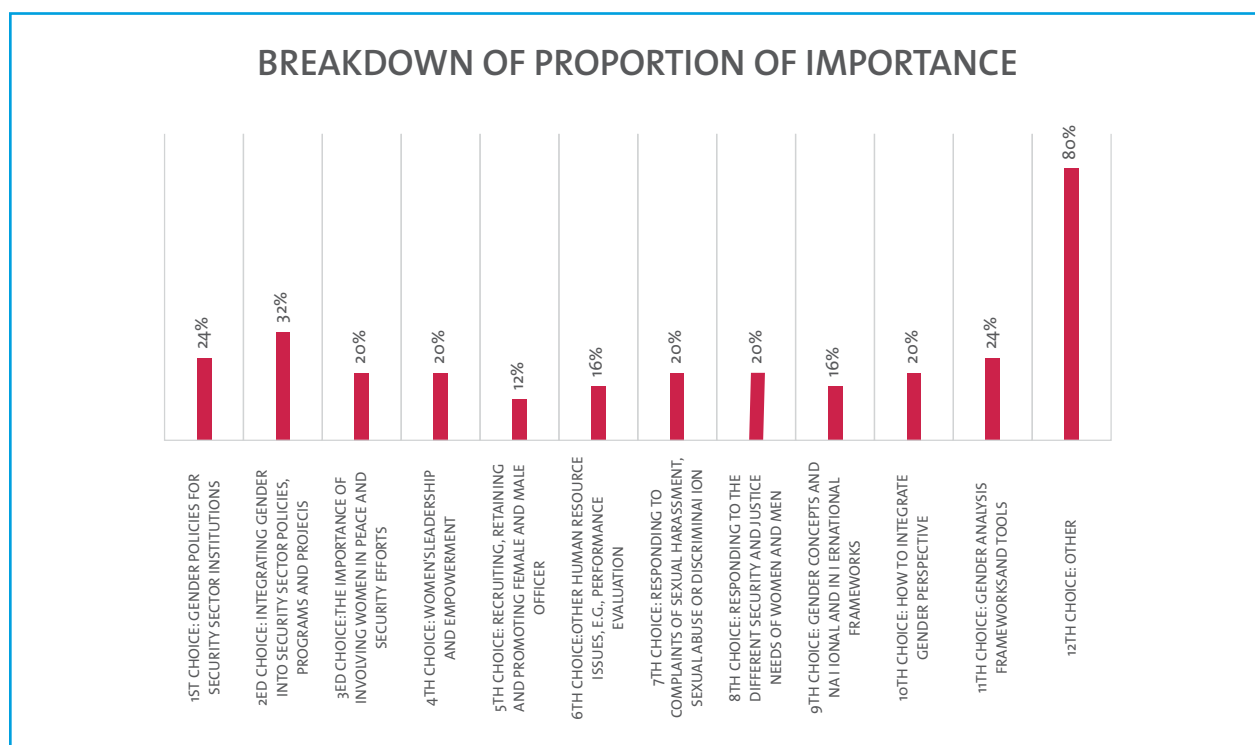


Figure 2. Breakdown of Proportion of Importance by JAF.

11. **Gender Self-Assessment.** JAF, with the technical support of UN Women to strengthen institutional capacity development on WPS, conducted a *Gender Self-Assessment* (GSA), as required by Outcome 1.1 of the JONAP.¹¹ In this regard, JONAP proposed the conduct of a gender audit to determine the following: whether changes were needed to human resource policies to positively impact women; what training women required to enter, advance and lead; steps that senior leadership could take to improve women's advancement; and development of clear recommendations and an action plan to facilitate effective women's participation.
12. The GSA was conducted by the JAF Gender Coordination Committee and the MWAD team (headed by the Director of MWAD) in September 2020, against the six themes of: (A) performance effectiveness; (B) laws, policies, and planning; (C) community relations; (D) accountability and oversight; (E) personnel; and (F) institutional culture.¹² The GSA is a snapshot of an institution's gender responsiveness, and JAF's response identified some areas for improvement or enhancement.

¹¹ Outcome 1.1: An environment within the security sector that is responsive to the security needs and priorities of women, and conducive to women's entry, advancement, and leadership.

¹² As outlined in DCAF. (2011). *Gender Self-Assessment Guide for the Police, Armed Forces and Justice Sector*. (Geneva: DCAF, 2011).

Introduction

13. The *Gender Mainstreaming Strategy (GMS)*, and its Implementation Plan (at **Annex A**) has been developed by JAF to strengthen and institutionalise gender mainstreaming as a key component of the security sector's strategies, policies, and operations to achieve gender-responsiveness and meaningful participation of women in the security sector and in peace operations. It is informed by the elements of the organisational culture identified by the TNA, along with the gender issues ranked as important for any gender training to address, as well as the findings and recommendations of the GSA (at **Annexes B** and **C** respectively). The GMS outlines how JAF can build on its organizational strengths and improve in areas where the organization could be more gender responsive.¹³ Definitions for the gender terms used throughout the GMS are at the beginning of this document.
14. **Goal.** The goal of gender mainstreaming strategies, in general, is four-fold:
 - a. To increase women's participation;
 - b. To provide more equitable access to resources, programs, and services;
 - c. To improve practical benefits for women; and
 - d. To progress gender equality.¹⁴
15. A GMS that meets this goal aims to achieve the following elements of best practice, gender-responsive security:
 - a. Operational effectiveness is optimized by providing an optimal environment for women and men to work together;
 - b. Intelligence gathering and operational planning incorporates a gender analysis and gender perspective so that operational effectiveness is maximized;
 - c. The workplace is free of barriers related to gender, including discrimination; and the institutional culture enables all women and men to excel; and
 - d. Strong, effective, and independent oversight is welcomed.¹⁵
16. **General principles.** GMS are guided by general principles that provide a strong framework for effective action. These can include:
 - a. A key gender mainstreaming tool and mechanism for ensuring gender-inclusive design and implementation of policies, programs, and projects.

¹³ DCAF, 2011, p.14.

¹⁴ Asian Development Bank. (2013). *Preparing a Project Gender Action Plan*. Tip Sheet No.2. Retrieved from <https://www.adb.org/sites/default/files/institutional-document/34132/files/tip-sheet-2-preparing-gender-action-plan.pdf>.

¹⁵ DCAF, OSCE/ODIHR, UN Women. (2019b). *Defence and Gender. Gender and Security Toolkit*. Geneva: DCAF, OSCE/ODIHR, UN Women. P.21-25.

- b. Gives visibility to and accountability for gender mainstreaming. They make gender mainstreaming tangible and explicit in program and project design and implementation.
- c. Includes quotas, targets, activities, and design features to address gender-equality issues, and to facilitate women’s involvement in, participation in, and tangible benefits from the policies, programs, and projects.
- d. Provides a road map for project implementation, monitoring, and evaluation.
- e. Helps to deliver practical benefits to women and facilitate strategic changes in gender relations.¹⁶

Table 1 outlines the elements of a good-quality GMS.¹⁷

Table 1. Elements of a Good-Quality GMS¹⁸

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

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

¹⁶ ADB, 2013.

¹⁷ Adapted from DCAF (2011) and ADB (2013).

¹⁸ According to DCAF.

Table 2. Pathways to Advancing Gender Equality and Gender Perspective

Pathway	Best Practice and Innovative Approach ¹⁹
1	<p>Defining security needs in an inclusive, gender-responsive manner. Key elements of this pathway include directly engaging with communities in a participatory manner; and creating processes to allow diverse voices to be heard.</p>
2	<p>Policy frameworks for integrating gender equality into security governance. Key elements of this pathway include clear ownership of and commitment to a National Action Plan (on United Nations Security Council Resolution (UNSCR) 1325 (2000), WPS); buy-in from implementing agencies; and ensuring all stakeholders are properly resourced for implementation.</p>
3	<p>Gender training for security providers. Key elements of this pathway include ensuring core education addresses tools for gender analysis; addresses gendered security needs, gender mainstreaming, and gender bias; and capacity-building opportunities.</p>
4	<p>Using staff with specialized gender expertise. Key elements of this pathway include developing the Gender Adviser (GENAD) and Gender Focal point (GFP) capability; providing clear job descriptions; are adequately resourced; building internal expertise on gender and capacity for integrating gender perspective; commitment by the institution and senior leadership to gender equality; and mutual networking between GENAD and GFP to share key information and best practice.</p>
5	<p>Promote culture for gender equality to increase women’s participation and overall diversity. Key elements of this pathway include using a framework of diversity and inclusion; using a top-down and bottom-up approach; ensuring an inclusive culture; ensuring sex-appropriate infrastructures; non-discriminatory Human Resources (HR) processes and systems; and disciplinary mechanism for internal cases of sexual harassment, sexual abuse, and discrimination.</p>

¹⁹ DCAF, OSCE/ODIHR, UN Women. (2019a). *Security Sector Governance, Security Sector Reform and Gender. Gender and Security Toolkit*. Geneva: DCAF, OSCE/ODIHR, UN Women. P. 27-37.

18. **National Ownership.** To achieve gender-inclusive results, executing and implementing departments need to fully understand and own the GMS. Senior leaders in Jordan's JAF have championed the integration of a gender perspective into their operations and taken action to increase the number of women at all levels of the hierarchy and across operations, including international peace and security operations. This was also highlighted during the High-level Conference to mark the 20th Anniversary of UNSCR 1325: Leadership for Gender Responsive Security Sector Reform that was co-organized by JAF, PSD, UN Women and JNCW in October 2020²⁰.
19. The JAF GMS was developed jointly with related directorates represented in JAF Gender Coordination Committee. The GCC is comprised of representatives from the DMWA, Planning Directorate, Military War Operations Directorate, POTI, Officer and Personnel Directorates and Gender Office. Further opportunities should be made for senior management/leadership to continue support and ensure that the GMS is fully owned by JAF and implemented as the integral framework of the institution.²¹
20. The JAF GMS should build upon JAF's existing gender framework and success implementing gender issues, including Jordan's Constitution and National Charter, as well as the regional and international commitments such as the UNSCR on WPS²² to which JAF is accountable. The GMS aims to provide the strategic direction and entry points for integrating gender mainstreaming in the security and defence sector.

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

21 DCAF, 2011, p.14.

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

Strategic Goals

21. Based on the findings of the TNA and GSA, the GMS has been developed with recommended activities underpinned by three over-arching strategic goals. These goals, and proposed activities are as follows:
 - a. **Strategic Goal 1: Create an enabling environment and culture that enhances gender equality and eliminates all kinds of discrimination.** This includes structural enhancements such as trained staff; accessible childcare; monitoring and evaluation mechanisms; as well as commitments to women's participation and leadership through strategic mission statements, specialised training for women, and gender awareness training for all staff.
 - b. **Strategic Goal 2: Strengthen and adopt gender-responsive policies.** This goal recommends enhancements to recruitment, promotion, and retention systems, to ensure greater participation by women; review of Codes of Conduct; setting targets for women's recruitment, participation, leadership roles, and peacekeeping missions; creating mentoring, networking and leadership programs to support women in their careers; and addressing any infrastructure barriers to women's participation.
 - c. **Strategic Goal 3: Ensure robust internal and external oversight of gender mainstreaming outcomes.** Goal 3 is focused on ensuring commitment and oversight to gender mainstreaming activities through the adoption of an annual report on women's participation across the life cycle of service (from recruitment to separation); appointing male and female senior officers as gender champions; and ensuring institutional collaboration with the community and civil society.
22. The GMS is at Section 4 and outlines the Strategic Priorities and Measures for each Strategic Goal. The GMS Implementation Plan at **Annex A** is the detailed plan for implementing the GMS, and comprises the three Strategic Goals, Activities, Targets, Indicators, Timeframes and Responsible Authorities.

GENDER MAINSTREAMING STRATEGIC FRAMEWORK 2021-2024

GENDER MAINSTREAMING STRATEGIC FRAMEWORK FOR JORDANIAN ARMED FORCES 2021-2024			
Vision	To be a world leading Arab armed forces in the practice of gender mainstreaming, building gender capability and capacity, and promoting the advancement of women across the Jordanian Armed Forces.		
Strategic Goal	Create an enabling environment and culture that enhances gender equality and eliminates all kinds of discrimination.	Strengthen and adopt gender-responsive policies.	Ensure robust internal and external oversight of gender mainstreaming outcomes.
Strategic priorities	<ul style="list-style-type: none"> • Develop gender expertise and capability. • Provide supportive environments to encourage women to participate in military operations. • Ensure robust monitoring and evaluation systems and data. • Enhance women’s progression and advancement with targeted programs. • Strengthen senior leadership commitment and accountability. • Strengthen data collection and complaints processes for gender-based violence. 	<ul style="list-style-type: none"> • Ensure workforce and capability needs are met. • Remove barriers for women’s recruitment, training, and retention to JAF operational and field roles. • Enhance women’s access to education, training, and senior leadership roles. • Create robust gender-responsive performance indicators. • Ensure infrastructure and logistics meet the needs of women and men. • Increase opportunities for women in all roles and peacekeeping missions. 	<ul style="list-style-type: none"> • Establish an annual reporting system to monitor women’s progress. • Appoint gender champions to promote gender equality and support implementation of gender initiatives. • Increase collaboration with civil society organisations and military education institutions to strengthen JAF’s operational effectiveness.
Measures	<ul style="list-style-type: none"> • Targets for gender staff and professional training are achieved. • Gender training is embedded in annual training program. • Annual increase in the percentage of women on deployment. • JAF’s Mission Statement reflects gender objectives. 	<ul style="list-style-type: none"> • Women’s participation in the field is increased. review is completed by 2022. • Targets for women’s participation in field roles, peacekeeping, and senior positions, are achieved. • Equity in access to professional training and promotion is guaranteed. • Human resource policies are gender-responsive. 	<ul style="list-style-type: none"> • First annual report is produced in 2022. • Targets for Gender Champions are achieved. • Consultations with civil society organizations are conducted annually. • A robust complaints mechanism for gender-based violence is established. • Monitoring and evaluation of gender initiatives is conducted annually.

Reporting and Accountability

23. To progress gender equality initiatives during and beyond the GMS, and to demonstrate transparency, it is recommended that an annual report ('Women in the JAF') be produced, by MWAD, tracking the improved participation of women in JAF across the life cycle of service as outlined below. Key metrics²³ could include, but are not limited to:
- a. **Attraction and recruitment:**
 - i. Number and proportion of women recruited into service, and percentage of recruiting target achieved.
 - ii. Number and proportion of women at each rank level.
 - iii. Number and proportion of women at senior rank level (Colonel and above).
 - b. **Training, education, learning and development:**
 - i. Percentage of women completing initial and other training.
 - ii. Percentage of women accessing education, leadership, and professional development.
 - c. **Internal mobility, postings, and deployment:**
 - i. Number and proportion of women deployed to peacekeeping missions.
 - ii. Number and proportion of women selected for command positions.
 - d. **Capacities and career management:**
 - i. Number and proportion of women at each rank level eligible for promotion.
 - ii. Number and proportion of women at each rank level promoted.
 - iii. Number of women accessing mentoring programs.
 - iv. Number and proportion of women who receive Honours and Awards.²⁴
 - v. Number of promotion boards that include female members.
 - vi. Number of key decision-making bodies that include female members.
 - e. **Retention:**
 - i. Average retention rates at each rank level.
 - ii. Length of service and separation rates for women and men.
 - iii. Reasons for leaving JAF.
 - iv. Number and proportion of women returning to work from maternity leave and the period of service given after maternity leave.
 - f. **Workforce management:**
 - i. Number and proportion of women on key decision-making bodies.
 - ii. Number and proportion of women in non-traditional roles.

²³ Informed by the Australian Human Rights Commission. (2012) *Treatment of Women in the Australian Defence Force*. Retrieved from <https://defence.humanrights.gov.au/sites/default/files/community-guide.pdf>.

²⁴ Any medals, citations, or commendations awarded through a national Honours and Awards system applicable to JAF.

Coordination

24. JAF Assistant to the chairman of Joint Chiefs of Staff for Administration and Manpower is responsible for overseeing the implementation of the GMS and reporting progress every six months to the JAF Chairman of the Joint Chiefs of Staff, through the MWAD the Directorate of Officers' Affairs, the Personnel Affairs Directorate, the Directorate of War Operations, the Military Training Directorate, and the Directorate of Planning and Organization.

Monitoring and Evaluation

25. The MWAD is responsible for assessing achievement of the JONAP indicators and reporting to the Assistant to the Chairman of the Joint Chiefs of Staff for Administration and Manpower using the monitoring and evaluation framework.

Conclusion

26. It is evident from existing efforts by JAF that gender mainstreaming as a core policy approach is supported by senior JAF leadership to meet national frameworks and global commitments on gender equality and WPS through implementation of JONAP. This is being primarily achieved through the creation of the GCC, assigning Gender Officers in the MWAD and appointment of a Gender Advisor, to lead on gender issues at the MWAD. This could be strengthened by a strong public statement by the JAF Chief of Staff or inclusion of a statement of commitment to gender equality and non-discrimination in JAF's strategic mission statement, and the adoption of Gender Champions or Ambassadors. Internal and external oversight of JONAP implementation is strong, but there is not a clear sense of ownership of gender issues by all JAF departments.
27. What has emerged from the findings is that there may be some internal structural and policy-specific barriers to women's full and meaningful participation across JAF directorates. While women and men have equal opportunity to be recruited to all JAF roles, often women applicants are not recruited due to a lack of infrastructure or the perceptions held by recruiting / senior staff, including long-held cultural beliefs, regarding women's ability to undertake certain roles. This could be addressed by setting targets for women's participation in specific roles, e.g. field units.
28. In addition, more training is required for all staff on gender issues, including complaint mechanism for GBV and PSEA, and focused training on equality, non-discrimination and bias is needed for staff responsible for Officers and personnel affairs management. HR policies also need to be reviewed to ensure enough women achieve and sustain tenure in senior ranks (Lt Colonel and above) in all employment categories post their initial service contract.

29. The GMS has therefore focused strongly on creating measures to address some potential gender barriers and bias in the management and advancement of women in their service career. Understanding the status of women, and to achieve the Royal Decrees relating to women's participation, an annual report on statistics relating to all aspects of the employment life cycle, will enable JAF to determine priority areas for current and future effort towards achieving full gender equality.

ANNEX A:

Implementation Plan for the Gender Mainstreaming Strategy of Jordanian Armed Forces 2021-2024

GENDER MAINSTREAMING STRATEGY OF THE JORDANIAN ARMED FORCES 2021-2024					
Strategic Goal 1		Create an enabling environment and culture that enhances gender equality and eliminates all kinds of discrimination.			
No.	Activity	Targets	Indicator	Timeframe	Responsibility
1.1	Create and strengthen the structure of GENAD/GFP in all units and formations of the Jordanian Armed Forces that are directly linked with commanders in their units and with the gender staff officer in the MWAD (GFP preferred to be Major and above) at levels (strategic, operational and administrative).	Appointment of (4) gender advisors at the level of units and formations of JAF (Navy, Air Force, Royal Medical Services and their direct association with the gender advisor in the Department of Military Women's Affairs) ²⁵ . Qualifying (50) gender focal points by the year 2021. 50 GFPs are appointed by 2021.	Drafted terms of reference for gender advisors and gender focal points. Number of and gender focal points advisors appointed. % of staff trained as gender advisors.	2021-2024	MWAD, Gender Coordinating Committee (GCC), Directorate of Officers Affairs, Directorate of Personnel Affairs, Directorate of Planning and Organization, Directorate of Military Training, Gender Officers, Military War Operations.

²⁵ Indicator 1.4 of JONAP 1325 – Monitoring and Reporting Framework – updated 30th August 2020.

GENDER MAINSTREAMING STRATEGY OF THE JORDANIAN ARMED FORCES 2021-2024

Strategic Goal 1		Create an enabling environment and culture that enhances gender equality and eliminates all kinds of discrimination.			
No.	Activity	Targets	Indicator	Timeframe	Responsibility
1.2	Develop, adopt, and institutionalize <i>Gender Adviser and Gender Focal Points' training</i> for Women's Military Affairs Department. and other JAF staff ²⁶ .	Approved GENAD <i>Training Framework in Arabic</i> in 2021. 16 Trainers completed the Train the Trainer's (ToT) Course in GENAD in 2021.	Training embedded into the Learning Management System of JAF . The GENAD training is accredited as part of the training system in the JAF, and it is carried out in coordination with the Women's Military Affairs Department and the Military Training Directorate. Number of female and male staff who completed GENAD training in JAF. Number of GENAD ToT conducted and completed .	2021-2022	GCC, Directorate of Military Training Gender Office, MWAD, Military War Operations, Planning and Organisation Directorate, DOA, DPA.
1.3	Providing the necessary support to provide childcare services for male and female workers in JAF to enable them to achieve work life balance (giving priority to females).	Establishing four childcare services at JAF by 2024.	% of women and men staff benefiting from the child-care services. Number of nurseries established.	2021-2024	GCC, MWAD, Directorate of Housing and Military Works, Directorate of Supply, Planning Directorate, Gender Office Military War Operations.

²⁶ Activity 2.7 of JAF Annual Work Plan 2019-2021.

GENDER MAINSTREAMING STRATEGY OF THE JORDANIAN ARMED FORCES 2021-2024

Strategic Goal 1		Create an enabling environment and culture that enhances gender equality and eliminates all kinds of discrimination.			
No.	Activity	Targets	Indicator	Timeframe	Responsibility
1.4	Improve and strengthen a database to collect sex-disaggregated data on gender-related crime.	Established web-based data collection system for gender and GBV.	Automate the process of collecting gender data and build an internal monitoring and evaluation system for it.	2023-2022	MWAD, DPA, DOA, Military Police Headquarters, Military Judiciary Directorate, Military Security Directorate, Office of the Inspector General.
1.5	Support women's specialized training for professional advancement and leadership to increase women's representation, advancement and retention in front-line security sector work and their participation or deployments to peacekeeping missions.	30% of women from JAF complete the professional training by 2024.	% Women who have been trained. % Women participating in peacekeeping operations after finishing specialized training.	2021-2024	MWAD, Military Training Directorate, Military War Operations, DOA, POTI, Planning and Organization Directorate, DPA.
1.6	Integrate a gender mainstreaming indicators within the strategic objectives of JAF with the commitment of JAF to achieve gender equality and non-discrimination.	The gender mainstreaming indicators are integrated by 2023.	Number of gender indicators included in the strategic objectives of JAF.	2023-2022	Directorate of Military Training, Directorate of Moral Guidance, Directorate of Military Iftaa, Directorate of planning, MWAD, Military War Operations, DPA, DOA.

GENDER MAINSTREAMING STRATEGY OF THE JORDANIAN ARMED FORCES 2021-2024

Strategic Goal 1		Create an enabling environment and culture that enhances gender equality and eliminates all kinds of discrimination.			
No.	Activity	Targets	Indicator	Timeframe	Responsibility
1.7	Develop and implement annual gender awareness training program for leaders and managers in all units and formations of JAF to raise awareness of the concepts of gender mainstreaming and discrimination.	30% of female and male leaders to complete gender awareness training each year.	Number of female and male leaders that have received gender awareness training by 2024.	2021-2024	Military Training Directorate, Military War Operations, Planning and Organization Directorate, DPA, DOA, MWAD.
1.8	Develop and implement <i>Gender Awareness training</i> into the professional education and training continuum through JAF Gender Introduction Booklet.	JAF Gender Introduction Booklet is essential teaching curriculum in all JAF schools and institutions by 2021.	Number and type of courses conducted on gender awareness training.	2021-2024	Military Training Directorate, Military War Operations, Planning and Organization Directorate, DPA, DOA, MWAD.

GENDER MAINSTREAMING STRATEGY OF THE JORDANIAN ARMED FORCES 2021-2024

Strategic Goal 1		Create an enabling environment and culture that enhances gender equality and eliminates all kinds of discrimination.			
No.	Activity	Targets	Indicator	Timeframe	Responsibility
1.9	Develop and conduct mentoring program for women to strengthening leaders' support for women's work and their career advancement in various fields of work and ensure the higher retention rate of females.	30% of women complete the mentoring program annually. Draft mentoring program for peacekeeping operations. Draft mentoring program for leaders to support women's work and development.	Draft of the mentoring programs are ready by the year 2022 Percentage of women who completed the mentoring program 2023-2024.	2021-2024	Military Training Directorate, Military War Operations, Planning and Organization Directorate, DPA, DOA, MWAD.
1.10	Support implementation of the JONAP Advocacy and Communications Strategy at JAF through focusing on enhancing the participation of women in the military sector and peacekeeping operations.	Produce 3 media contents and media messages per year (videos, poster, news, success stories).	Number of media contents produced by 2023.	2021-2024	MWAD, Military War Operations, Planning and Organization Directorate, DPA, DOA, Military Training Directorate, Communication Directorate.

GENDER MAINSTREAMING STRATEGY OF THE JORDANIAN ARMED FORCES 2021-2024

Strategic Goal 2		Strengthen and adopt gender-responsive policies			
No.	Activity	Target	Indicator	Timeframe	Responsibility
2.1	Conducting a review of the employment of women and removing the physical barriers to women's participation.	<i>Removal of all identified barriers to women's participation.</i>	Number of positions identified and opened to women.	2021-2024	Military War Operations, Planning and Organization Directorate, DPA, DOA, Military Training Directorate, MWAD .
2.2	Increase the general number of women in uniform <i>recruited</i> into JAF operational fields ^{27 28} .	Target of 3% females recruited annually.	The number of women who work in the field. Increase percentage of women recruited in the field.	2021-2024	Military War Operations, Planning and Organization Directorate, DPA, DOA, Military Training Directorate, MWAD.
2.3	Increase the number of women participating in UN peacekeeping missions ²⁹ .	increase to 18% by 2024 ³⁰ .	Percentage of women deployed to UN peacekeeping missions.	2021-2024	Military War Operations, Planning and Organization Directorate, DPA, DOA, Military Training Directorate, MWAD, POTI.

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

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

²⁹ Indicator 1.3 of JONAP 1325 – Monitoring and Reporting Framework – updated 30th August 2020.

³⁰ Ibid.

GENDER MAINSTREAMING STRATEGY OF THE JORDANIAN ARMED FORCES 2021-2024

Strategic Goal 2		Strengthen and adopt gender-responsive policies			
No.	Activity	Target	Indicator	Timeframe	Responsibility
2.4	Establish gender equality targets for leadership positions (women to be assigned in middle and high positions) ³¹ .	Increase of all leadership positions to be held by women from 1.37% in 2020 to 4% by 2024.	Percentage of women in leadership (middle and high) positions ³² by 2024.	2021-2024	Military War Operations, Planning and Organization Directorate, DPA, DOA, Military Training Directorate, MWAD.
2.5	Support gender mainstreaming into existing policies, strategies or programs that support enhancing promotion and representation of women on leadership positions on equal terms with men.	50% of existing policies are reviewed by 2024 to be gender responsive.	Number of policies reviewed, and gender mainstreamed annually.	2021-2024	Military War Operations, Planning and Organization Directorate, DPA, DOA, Military Training Directorate, MWAD.
2.6	Conduct gender analysis and mainstreaming into existing performance indicators for all departments and units of JAF for relevance and currency.	40% of performance indicators for all departments and units are assessed from gender perspective by 2024.	Number of adopted gender-sensitive indicators by all departments and units.	2021-2024	Military War Operations, Planning and Organization Directorate, DPA, DOA, Military Training Directorate, MWAD.

³¹ Lieutenant Colonel and above.

³² Lieutenant Colonel and above.

GENDER MAINSTREAMING STRATEGY OF THE JORDANIAN ARMED FORCES 2021-2024

Strategic Goal 2		Strengthen and adopt gender-responsive policies			
No.	Activity	Target	Indicator	Timeframe	Responsibility
2.7	Review and gender mainstream into the Codes of Conduct to ensure they include language on zero tolerance for discrimination, GBV, PSEA in case any reported cases.	One review report is drafted by 2022.	Revised gender-sensitive Codes of Conduct are approved by JAF by 2022.	2021-2024	Military Judiciary Directorate, MWAD, Military War Operations, Planning and Organization Directorate, DPA, DOA, Military Training Directorate.
2.8	Establish formal communication channels (Tawasul ³³ network in Arabic) for women in JAF to enhance the exchange of experiences and increase communication between the female officers, in addition to increasing the female's involvement in carrying out field duties.	An official communication channel for professional woman in JAF is established by 2022.	Number of female officers participating in the sessions through the communication channel (social events, initiatives).	2021-2023	Communication Directorate, MWAD, Military War Operations Directorate, Planning and Organization Directorate, DPA, DOA, Military Training Directorate.

³³ Tawasul is an Arabic word meaning to communicate.

GENDER MAINSTREAMING STRATEGY OF THE JORDANIAN ARMED FORCES 2021-2024

Strategic Goal 2		Strengthen and adopt gender-responsive policies			
No.	Activity	Target	Indicator	Timeframe	Responsibility
2.9	Conduct an <i>Infrastructure and Logistics Review</i> to address any gaps and deficiencies in providing the enabling/ physical requirements for women recruits and officers including uniforms. (a review of logistics and infrastructure to ensure women are supported in the daily work, e.g. appropriate uniforms, facilities etc).	Review is completed by 2024.	Number of recommendations drafted.	2021-2024	MWAD, Planning Directorate, Directorate of Supply and Logistics, Military War Operations, DPA, DOA, Military Training Directorate.

GENDER MAINSTREAMING STRATEGY OF THE JORDANIAN ARMED FORCES 2021-2024

Strategic Goal 3		Ensure robust internal and external oversight of gender mainstreaming outcomes.			
No.	Activity	Target	Indicator	Timeframe	Responsibility
3.1	Draft an annual report on progress of women's participation in JAF in line with JONAP M&E system.	First annual report to be produced for the period 1 January – 31 December 2021 by 30 March 2022.	Drafted annual report on uniformed women's participation in Army at end of each year.	2021-2024	MWAD and GCC.
3.2	Assign senior officers (women and men) as Gender Champions / Ambassadors who are visibly active in driving gender equality through implementation of the JONAP and GMS.	Two Gender Champions/ Ambassadors are appointed by 2023.	Number of senior officers (women and men) appointed annually.	2021-2024	MWAD and GCC.
3.3	Establish mechanisms for systematic and regular consultation with communities and civil society organizations (CSO), particularly with women's organizations working groups to progress JONAP, as well as provision of services and access by women to all roles and levels in JAF.	One consultation is completed each year.	Number of consultations with CSO.	2021-2024	MWAD, JAF HQ Diwan, GCC.

GENDER MAINSTREAMING STRATEGY OF THE JORDANIAN ARMED FORCES 2021-2024

Strategic Goal 3		Ensure robust internal and external oversight of gender mainstreaming outcomes.			
No.	Activity	Target	Indicator	Timeframe	Responsibility
3.4	Ensure all personnel are aware of the established mechanism for complaints against JAF personnel by other members of JAF regarding gender-based violence (GBV), sex-discrimination, sexual harassment, PSEA and other human rights violations.	A complaint mechanism is established by 2022.	Percentage of staff aware of complaints mechanism. Number of trainings conducted to ensure staff are made aware of complaints mechanism and process.	2021-2024	Military Judicial Directorate, Military Security Directorate, Military Police Command, MWAD, Planning and Organization Directorate, DPA, DOA, Military Training Directorate, Military War Operations.
3.5	Create a <i>M&E mechanism</i> to track implementation of GMS in line with JONAP. ³⁴	85% of activities completed of GMS each year.	Number of staff trained to manage the M&E system.	2021-2024	Planning and Organization Directorate, DPA, DOA, Military Training Directorate, Military War Operations, POTI, MWAD.

³⁴ Activity 2.5 of JAF Annual Work Plan 2019-2021.

ANNEX B:

Main findings of the Gender Self-Assessment

1. Theme A: Performance Effectiveness

A. Dimension 1: Capacity and Training

1. One of the key methods in which gender mainstreaming efforts are undertaken in the security sector is through gender training (DCAF, Pathway 3). Core education and training for security and justice sector personnel should include tools for gender analysis, addressing gendered security needs, gender mainstreaming and addressing gender bias. This helps to ensure that “gender” becomes integral to security provision rather than being optional or an add-on. Additional training and other types of learning and capacity-building opportunities then build upon this. Different approaches are often necessary for ground-level personnel versus mid- and upper-level management.³⁵
2. The Moral Guidance Directorate (MGD) in JAF General Command carries out media campaigns especially for events, conferences and events related to human rights, especially women’s rights, and highlights their production and their integration into work. MGD also raises awareness, guidance, and counseling, in coordination with relevant directorates, through awareness-raising, and media guidance for JAF personnel and their families. The Personnel and Officers Affairs Directorates created a schedule of lectures for all JAF units around the Personnel Service Law, the Military Retirement Law, and the Social Security Law in which all rights and duties are stated for every individual of both genders.
3. Gender training is also provided to several peacekeeping courses at the Peace Operations Training Institution (POTI), including: United Nations (UN) Military Observers and Staff Officers; UN Civil-Military Co-ordination; Protection of Civilians and Protection of Children; Gender in Peace Operations, Law of Armed Conflict; and Arab Civilization Awareness. POTI courses use the foundation curriculum provided by the UN Core Pre-deployment Training Materials which includes the following topics: Human Rights; WPS; Sexual Harassment and Sexual Exploitation and Abuse; Gender-based sexual violence; Conflict Related Sexual Violence; and Codes of Conduct and Discipline in Peacekeeping Operations. An emphasis is placed on protecting human rights and civilians in general, and women and children, in addition to gender analysis and integration, thus raising the participant’s awareness of the tasks of specialized roles in peace operations.

³⁵ DCAF, 2019a, p. 31-32.

4. Local organizations such as UN Women, JNCW, and internal departments such as Military Judicial Directorate, the Directorate of Iftaa and the MWAD, have supported POTI in conducting training.
5. During initial entry training, all recruits receive training regarding gender equality (in promotions, access to courses, obtaining qualifications etc.) and sexual harassment and discrimination, including the consequences of such behaviour.
6. While there is currently not enough programmed training for JAF personnel on national gender equality legislation and gender policies), awareness sessions for military and civilian staff (both women and men) are provided on request, from departments/ directorates and by the MWAD, and the Military Training Department.³⁶
7. **Gender staff/officers.** Essential to the effective mainstreaming of gender in capacity building and training is the use of GENAD, GFP and Gender Officers. Per JONAP³⁷ and AWP³⁸, and consistent with (DCAF) Pathway 4 - *Using staff with specialized gender expertise* - JAF has created a Gender office with TOR and trained gender staff, and functionally, the officers sit within the MWAD. Based on emerging best practice, GENAD can best fulfil their tasks when the following conditions are in place:
 - a. Leadership needs to ensure that promoting gender equality is seen as central to the institution's mission and success;
 - b. Gender officers need training on gender issues relevant to their tasks;
 - c. Gender staff (GENAD and GFP) need a clear job description;
 - d. Gender staff need authority and clarity about their roles, and adequate resources, including time and personnel; and
 - e. A professional support network, between gender officers, facilitates sharing of key information and best practices.

B. Dimension 2: Access to Services

JAF reports that all JAF personnel can report a crime and expect it to be investigated, and special units exist to support victims and investigate the crimes.

³⁶ As advised by Head of Department of Military Women's Affairs (MWAD) vide Zoom meeting on 22 December 2020 with UN Women colleagues to clarify GSA responses.

³⁷ Outcome 1.1.

³⁸ Activity 1.1.1.9 – 1.1.1.11.

C. Dimension 3: Data on Gender-Related Crime

1. Statistics on gender related or GBV crime are collated by the Military Police Command (MPC). Complaints related to internal staff are managed by MPC and the Military Judicial Directorate, and those related to the public are referred to PSD.³⁹
2. Complaints against the staff of the JAF are considered by submitting the complaint to the direct commander, and an internal or joint military investigation body is formed if there are parties from other military units and in coordination with the Military Judicial Directorate.

2. Theme B: Laws, Policies and Planning

A. Dimension 4: National, Regional and International Laws and Standards

1. International Frameworks

- a. The primary international frameworks include the 1979 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the 1995 Beijing Declaration and Platform for Action⁴⁰ and UNSCR 1325 (2000) and nine related resolutions on WPS⁴¹. As one of the core international human rights treaties of the United Nations (UN) system, CEDAW requires Member States to undertake legal obligations to respect, protect, and advance women's human rights. This includes protection from GBV, women's participation in public and political life, and the elimination of discrimination in the workforce.⁴²
- b. CEDAW was ratified by Jordan in 1992. Jordan is legally bound to realize its provisions and to submit national reports every four years on activities taken to comply with its obligations. To date, Jordan have submitted six periodic reports to the CEDAW Committee, the last one was reviewed in January 2017.⁴³ The only reference to (JAF) women, under Article 8, focused on their representation at the international level, was the following:

³⁹ As advised by Head of MWAD vide Zoom meeting on 22 December 2020 with UN Women colleagues to clarify GSA responses.

⁴⁰ A framework for change emanating from the Fourth World Conference on Women in 1995, consisting of 12 critical areas of concern relating to women. See more at <https://beijing20.unwomen.org/en/about#:~:text=The%20Platform%20for%20Action%20imagines%20a%20world%20where,process%20unleashed%20remarkable%20political%20will%20and%20worldwide%20visibility>.

⁴¹ The WPS agenda is made up of the following resolutions: UNSCR 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015), 2467 (2019), 2493 (2019).

⁴² <https://www.ohchr.org/EN/ProfessionalInterest/Pages/CEDAW.aspx>.

⁴³ United Nations (UN). (2015). *Jordan's Sixth National Periodic Report to the CEDAW Committee*. Retrieved from <https://jordan.unwomen.org/en/digital-library/publications/2016/6/jordan-sixth-national-periodic-report-to-the-cedaw-committee>.

“...women have a major role to play in various branches of the armed forces...[a] committee has been formed by the relevant directorates to encourage women to play a more effective role in the military and to foster their role in new areas, such as taking part in peacekeeping forces and special women’s duties. [JAF] Female personnel from the Royal Medical Services and the Directorate of Military Women’s Affairs take part in overseas missions and duties, the most important being participation in Jordan’s third- and fourth-line hospitals (Liberia), Jordan’s second line hospital (Congo) and the special duty force (Afghanistan). Such involvement has strengthened women’s capacity to assume responsibility and lead and increased the extent of their familiarity with and knowledge and understanding of other armies.”⁴⁴

2. National Frameworks

- a. Jordan is bound by its national Constitution, which provides for equality “before the law without discrimination in rights and duties on the grounds of race, language or religion”⁴⁵ ⁴⁶, and it’s National Charter, which provides for equality between men and women with “under the law. There shall be no distinction between them in rights and obligations regardless of difference in race, language or religion”.⁴⁷
- b. Laws governing armed forces and other defence institutions and policies within them should aim to be *transformative* when it comes to gender equality, to make these institutions more supportive of both women and men through their careers and better able to meet the diverse security needs of all in their operations, at home and abroad. This means ensuring there is no formal discrimination on the basis of sex. It means ensuring laws and policies overcome informal barriers to gender equality, for example by prohibiting sexual harassment and other discriminatory behaviour and enabling women and men to serve on an equal basis by accommodating care responsibilities.⁴⁸
- c. Jordan adopted the JONAP in 2018; this is compliant with DCAF Pathway 2 - *Policy frameworks for integrating gender equality into security governance*. The JONAP includes four strategic goals, of which **Strategic Goal 1 - Achieve gender-responsiveness and meaningful participation of women in the security sector and in peace operations** – is relevant to the security sector. There are two specific outcomes for Strategic Goal 1: (1) An environment within the security sector that is responsive to the security needs and priorities of women, and conducive to women’s entry, advancement, and leadership; and (2) Increased opportunities for women’s participation and leadership in operations and international missions.

⁴⁴ Ibid, p. 26.

⁴⁵ Chapter 2.

⁴⁶ The 6th periodic report to the CEDAW Committee in 2015 (page 13) clarifies that the omission of ‘sex’ or ‘gender’ (as a proscribed basis for discrimination and a recommendation by CEDAW Committee to include in the Constitution) does not constitute a basis for discrimination between citizens, and that the term ‘Jordanian’s includes women and men without discrimination (see <https://www2.unwomen.org/-/media/field%20office%20jordan/attachments/publications/final%20english%20book2.pdf?la=en&vs=2010>).

⁴⁷ Chapter 5, Paragraph 6.

⁴⁸ DCAF, 2019b, p. 29.

- d. The JONAP notes Jordan's continued review of legislation to remove any discriminatory references, the need to adopt measures to ensure women's access to decision-making positions, and overall provides the mechanism to improve women's participation in Jordan's peace and security efforts. A high priority initiative under Outcome 1.1 of Goal 1 was the conduct of a 'gender audit' (GSA), which serves the purpose of identifying any gaps between JONAP activities and best practice international approaches to women's equal participation in the security sector. These gaps are identified in the GMS Implementation Plan at **Annex A**.
- e. The laws, regulations, and instructions in force in JAF do not distinguish between genders. There are no restrictions on roles in JAF for either women or men. However, the practical implementation of equality policy through recruitment processes, for example, denies women the opportunity to access many roles, such as military attaché, armed job, or driver. This is perceived to be due to two reasons: (1) the limitations on budgets for recruitment; and (2) the mindset and attitudes of recruiters selecting male applicants as a preference over women. On a positive note, recently the JAF Special Forces requested more women be recruited under the special forces fields and qualifying them with the necessary field training.⁴⁹
- f. In addition, directives from His Majesty the Supreme Commander and Chairman of the Joint Chiefs of Staff regarding the increase of women in JAF has resulted in the commissioning of a study to assess how this can be achieved.⁵⁰
- g. JAF's compliance with national laws and policies on gender, issued through directives by His Majesty the Supreme Commander and Chairman of the Joint Chiefs of Staff regarding the role of women in the military, is monitored through reporting and M&E mechanisms on the implementation of the JONAP and AWP. In this regard, all departments are required to report annually on their AWP, and progress in achieving their performance indicators, to the Assistant Chief of Staff for Administration and Manpower. The MWAD is responsible for reporting on JONAP and Gender AWP to the Government-level Higher Steering Committee on JONAP.⁵¹
- h. External oversight includes visits by the National Centre for Human Rights (NCHR) through the Correction and Rehabilitation Centre- Military Police in JAF, and collaboration and consultation are facilitated by JAF General Command Office Directorate, who often seeks information regarding gender and human rights issues for input to NCHR.⁵²

⁴⁹ As advised by Head of the MWAD vide Zoom meeting on 22 December 2020 with UN Women colleagues to clarify GSA responses.

⁵⁰ As above.

⁵¹ As above.

⁵² As above.

B. Dimension 5: Institutional Policy, Procedures, and Coordination

1. **Strategic Direction.** JAF's Mission Statement and strategic planning documents currently do not reflect any strategic intent regarding gender equality or non-discrimination. The study into increasing women's participation in JAF (see paragraph 18) has the potential to strengthen JAF's commitment to and strategic intent on, gender equality.
2. The primary authority for implementation of gender equality policies and initiatives rests with the JONAP and MWAD and its director duties include laying out public policies related to the affairs of female officers, female soldiers and civil servants within JAF, conducting studies related to women's military affairs, developing or amending instructions commensurate with the military's privacy and needs, and providing advice on the employment of women in non-discriminatory ways.
3. **Annual Work Plan.** In 2019, JAF developed its AWP to guide the gender mainstreaming efforts of the established GCC and Gender Office. The AWP is a clearly defined plan of action which includes targets, timeframes, resources needed for implementation, clear responsibilities, and monitoring, evaluation, and reporting mechanisms. Several of the AWP activities have been implemented to date, while some have been postponed due to COVID-19. **Table A-1** outlines the ways in which JAF is responding to the key gender issues.

Table A-1. AWP Response to Key Gender Issues

GENDER ISSUE	AWP ACTIVITY
Oversight	<ul style="list-style-type: none"> • Developing capacity of GCC in M&E.
Gender staff/ Officers	<ul style="list-style-type: none"> • GENAD. • GFP. • Gender Officers (1st and 2nd staff). • GCC. • Gender Technical Working Group.
Gender mainstreaming	<ul style="list-style-type: none"> • Conduct of GSA. • Conduct of TNA. • Conduct of workshops, awareness seminars and training courses . • Establishing a gender office, appointing GENAD and defining their responsibilities. • Forming the GCC with TOR. • Presence of both women and men in all units, assigned same tasks, jobs and appointments. • Development and implementation of GENAD course. • Mainstreaming into education and training systems.
Sexual harassment and discrimination	<ul style="list-style-type: none"> • Through awareness sessions. • Process for receiving complaints and conducting investigations.
GBV	<ul style="list-style-type: none"> • As above.
Gender equality	<ul style="list-style-type: none"> • Equal opportunities in training courses. • Increasing the percentage of trained and qualified women. • Provision of gender-sensitive infrastructure (in the field) and logistical support.
Women’s advancement	<ul style="list-style-type: none"> • Building their capabilities and empowering them through specific trainings. • Conducting targeted training to build women’s leadership and governance skills. • Increase the percentage of trained and qualified women in the field (to 3%). • Access for women to foreign language programs. • Increasing the number of women participating in peacekeeping missions. • Refining the basic skills of military women to enable them to assume administrative and leadership positions. • Ensuring the appropriate infrastructure (for field positions). • Involve them in various decision-making committees depending on their specialty and ranks.

4. JAF leadership has also shown national commitment and ownership towards integrating gender aspects and WPS commitments into strategic and operation level through the JONAP and AWP. The JAF leadership contributed to online high-level conference on 21 October 2020 to mark the 20th anniversary of UNSCR 1325: *Leadership for Gender Responsive Security Sector Reform*.
5. Funding for the AWP activities is a combination of UN Women Jordan support and JAF budget, but to date, has not been formally recorded by JAF related financial departments. There is currently no tracking of expenditure on gender mainstreaming-related activities Regarding standards of behaviour, JAF have a regulation governing behaviour. This code of conduct was reviewed based on best practices according to NATO.

3. Theme C: Community Relations

A. Dimension 6: Public Perceptions

1. Community relations and public perceptions are central to earning the trust of the community and ensuring the security institution can meet the needs of its personnel. DCAF Pathway 1 recommends the following: directly engaging with communities in a participatory manner; creating processes that allow diverse voices to be heard; ensuring these insights are acted upon; and ensuring transparency and feedback to the community on resultant changes to services or practices⁵³.
2. JAF is viewed by the public with appreciation, respect, confidence, and a feeling of protection and safety, and civil society views the armed forces with a highly positive perspective. This data is collected by the MGD and shared with relevant departments/directorates. In addition, the MWAD responds to questionnaires submitted by other Government organisations, they often receive requests to write articles for international forums on women's role in JAF and the Military Education Directorate are mainly responsible to conduct awareness sessions with schools and universities⁵⁴.
3. Society's view of JAF as a good and desirable employer is shown by the high numbers of applicants to join their ranks from both genders. JAF has always and still been the focus of admiration and respect for all Jordanians from all classes and spectra because of their professionalism and competence at all levels, and the armed forces were among the first national institutions that worked to integrate women and enable them to participate in military action.

⁵³ DCAF, OSCE/ODIHR, UN Women. (2019). *Security Sector Governance, Security Sector Reform and Gender. Gender and Security Toolkit*. Geneva: DCAF, OSCE/ODIHR, UN Women. P.29.

⁵⁴ As above.

4. JAF participates in many humanitarian duties and tasks inside and outside Jordan, which is positively reflected in the level of mission accomplishment on the ground and contributes to highlighting its bright image and good reputation. In turn, the MGD, in partnership and in continuous coordination with the local media, adopts JAF's mission in the areas of operations and shows them in the media in a manner befitting the message it presents.
5. Jordan enjoys a safe and stable environment despite the unstable conditions in the region, where JAF and the various security agencies carry out their duties to the fullest and at the highest level of coordination and partnership with various state institutions. Their performance, in addition to law enforcement, has made Jordan a country whose citizens and residents enjoy societal safety and peace. Through seminars and lectures implemented in universities, colleges, and civic institutions, JAF has contributed to a harmonious relationship with the public. The presence of barracks and military units in residential areas does not affect the public negatively, nor does it limit their movement or disrupt their interests.

B. Dimension 7: Co-operation and Consultation with the Public

The JAF cooperates with all relevant parties in general through related directorates.

4. Theme D: Accountability and Oversight

A. Dimension 8: Complaints Against Security Sector Personnel

1. DCAF Pathway 5 – *Challenging...institutional culture to increase women's participation and overall diversity* requires that security institutions ensure they have disciplinary mechanisms for internal cases of sexual harassment, sexual abuse, and dissemination, and that all staff are aware of them.⁵⁵ This can be achieved through training.
2. JAF has an internal complaints process linked to the Jordanian judicial system, whereby the public prosecutor investigates the case in accordance with the legal provisions in force, and then the cases are referred to the Military Judicial Directorate. The Military Judicial Directorate, represented by the public prosecutors in the directorate or at the military units, is competent to receive complaints against individuals and military officers, whether these complaints are from a civilian or a military person, and at the same time the complainant can submit his complaint to the security centres, which in turn refers these complaints to the Directorate of Military Justice.

⁵⁵ DCAF, 2019a, p.35.

3. The authority responsible for judging cases in which one of the parties is a military person is the Directorate of Military Justice and its affiliated courts, and the necessary legal actions shall be taken through it. The General Command of JAF is an official institution that is subject to all laws, regulations, and instructions in force in the Hashemite Kingdom of Jordan.
4. JAF advised that no cases of gender-related violence against JAF personnel have been reported, there is therefore no analysis of trends in complaints, nor are there records of internal disciplinary measures. No training is provided to JAF personnel on the process or mechanism for submitting a complaint⁵⁶. However, all complaints, whether by a JAF colleague or member of the public, are dealt with by the Military Judicial Directorate. Coordination shall take place between the Royal Military Police and the Public Security Directorate by forming joint investigation committees, and their decision shall be made through the Directorate of Military Justice. If a complaint is submitted, the military judiciary has the authority to consider the complaint according to the Military Criminal Procedures Law, the Military Courts Formation Law, and the Penal Code Military.

B. Dimension 9: Internal and External Oversight

1. **Internal Oversight.** Internal oversight of JAF is carried out by the commanders of units and formations, by the Office of the Inspector General, and by programmed inspections, in addition to sudden searches by the Military Security Directorate.
2. **External Oversight.** External oversight of JAF includes the budget approval process through Parliament, and examination cases by the National Fraud Commission. JNCW and the Government-level Higher Steering Committee provide oversight of implementation of JONAP. While civil society organisations are not members of the Higher Steering committee, they are permitted to attend meetings as observers.
3. **Training.** There is no training for the internal and external oversight body members related to gender issues.

⁵⁶ As advised by Head of MWAD vide Zoom meeting on 22 December 2020 with UN Women colleagues to clarify GSA responses.

5. Theme E: Personnel

A. Dimension 10: Recruitment and Selection

1. DCAF Pathway 5 – *Challenging...institutional culture to increase women’s participation and overall diversity* – requires security institutions to have non-discriminatory HR processes and systems.⁵⁷ Women have historically been prevented from serving in a wide range of functions within armed forces, and especially in combat positions. Many reasons for excluding women from combat and certain other roles have been put forward over time, ranging from arguments that women are not physically strong enough and mixed-gender teams risk undermining unit cohesion,⁵⁸ to the fear that men may act irrationally to protect their female colleagues on the battlefield. The positive experiences of the countries that do allow women to serve in all roles, however, call into question the validity of these arguments, and more and more countries are removing all formal barriers to women serving in the forces⁵⁹.
2. The recruitment process depend on the approved budget of JAF and is based on the need or shortage of staff. in terms of the female component. The number of civilian women is calculated to the total number of women in JAF, which leads to an increase the women’s percentage in general in JAF, while the required numbers of military women in the field remain limited (small numbers of women in the field and the high total percentage due to civilian women) In an effort to increase military women’s participation, the potential for civilian women to transfer was examined; however, it was found that most did not meet the minimum requirements for military service, and JAF is therefore required to recruit more women⁶⁰.
3. The current measures to encourage recruitment are the same for both genders except for the difference in the weight, height, and physical fitness conditions for females. The criteria of academic qualification, security approvals, health, fitness, etc., apply to both genders. The Officers and Personnel Affairs Directorates, which includes officers and individuals of both genders to oversee the recruitment process, recruits through certain courses for females as needed, such as (Princess Aisha College, Royal Military College, Princess Mona College of Nursing).

⁵⁷ DCAF, 2019a, p.35.

⁵⁸ Unit cohesion is a military concept, defined as "the bonding together of soldiers in such a way as to sustain their will and commitment to each other, the unit, and mission accomplishment, despite combat or mission stress". Arguments persist that introducing women into previously all-male units will interfere with the bonding of soldiers or the teamwork of the unit.

⁵⁹ DCAF, 2019b, p.29.

⁶⁰ As advised by Head of MWAD via Zoom meeting on 22 December 2020 with UN Women colleagues to clarify GSA responses.

4. The numbers of female recruits are much lower than the number of their male counterparts for several reported reasons, including:
 - a. The difficulty for women with training in certain occupations;
 - b. The locations of military units from residential areas and difficulty with transportation to and from locations;
 - c. Lack of infrastructure to accommodate women;
 - d. The norms and traditions in the community prevent women from moving away from their residential areas; and
 - e. There is a lack of childcare facilities in most of the military units.

5. The mechanism of the recruitment process depends on the availability of several conditions according to the different sub-qualifications, including (academic qualification, security approvals, health, fitness) and these conditions apply to both genders and are attainable. There is no clear training or a specific course for those involved in the recruitment process to deter or detect discriminatory attitudes towards women or men, but the Directors of Officers and Personnel Directorates periodically lecture the center's personnel and follow up on performance in relation to that. All the names of applicants for recruitment are submitted to the PSD to advise on any security or penal precedents in general, and based on the response, the application is considered for acceptance or rejection.

B. Dimension 11: Retention

1. The full integration of both women and men is necessary for armed forces to draw upon all the available skills and talents of service personnel and of the country and be representative of the society they serve. The right to serve in the armed forces is an aspect of a person's right to full participation as a citizen, as well as other human rights. A diverse defence sector that reflects the demographic composition of the country it represents enjoys greater public legitimacy⁶¹.

2. In 2018, the average percentage of active-duty women for the seven North Atlantic Treaty Organization (NATO) partner nations who reported statistics was 11.5 percent. Across all NATO members and partner nations, the average is 11.3 per cent.⁶² **Figure A-2** shows the range of participation rates for NATO members and partner nations.

⁶¹ DCAF, 2019b, p. 10-11.

⁶² North Atlantic Treaty Organization. (2018). *Summary of the National Reports of NATO Member and Partner Nations to the NATO Committee on Gender Perspectives*, p.19-20. Retrieved from https://www.nato.int/nato_static_fl2014/assets/pdf/2020/7/pdf/200713-2018-Summary-NR-to-NCGP.pdf.

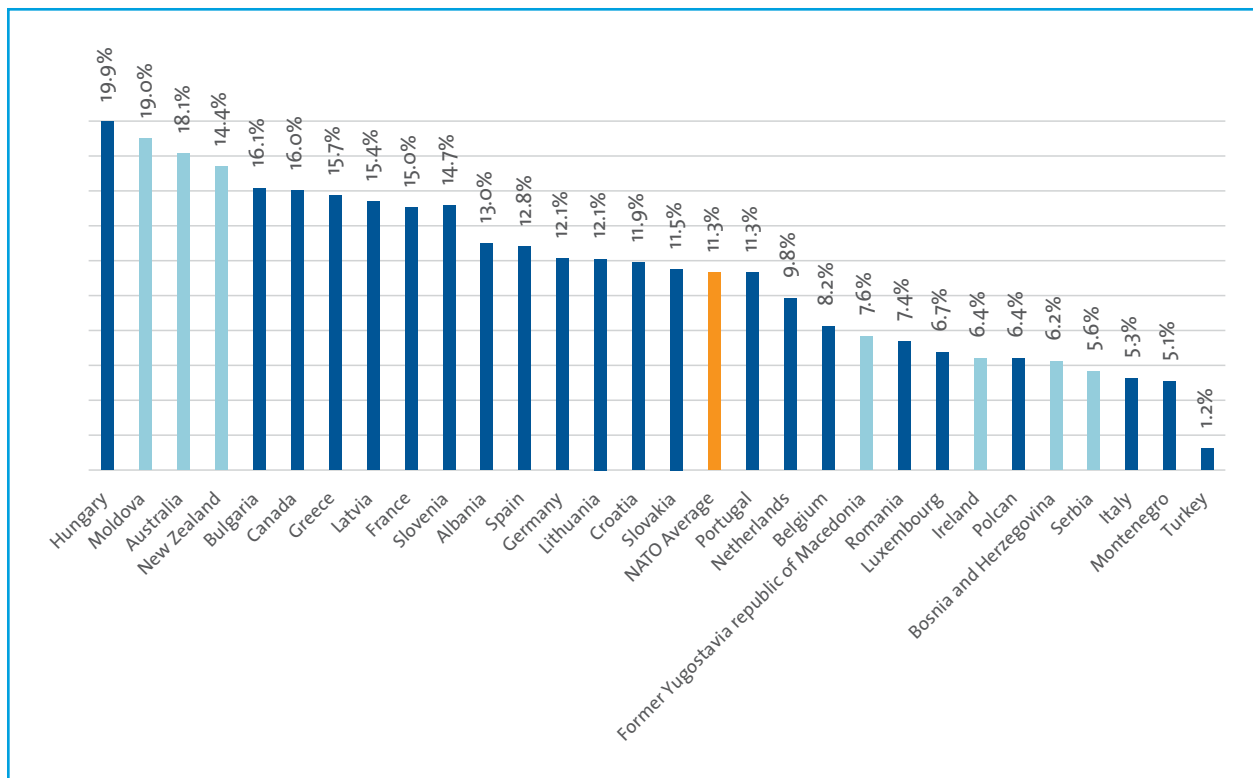
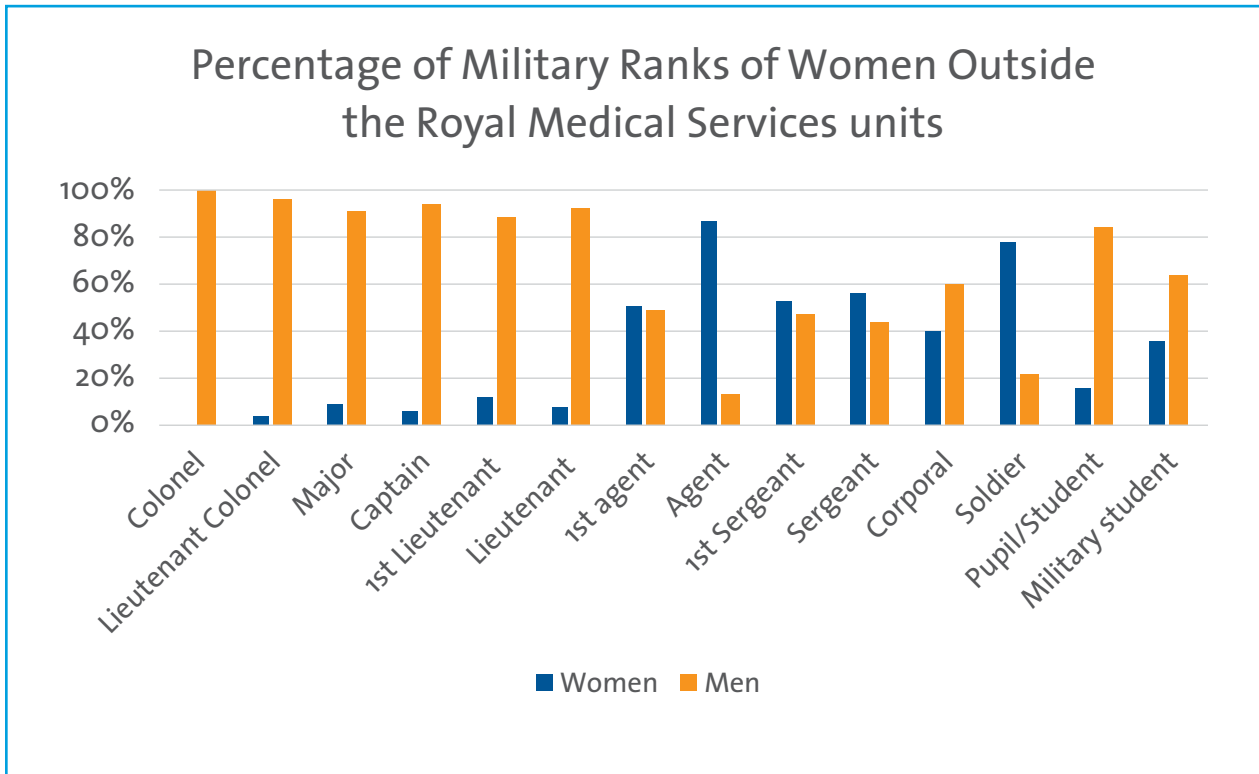


Figure A-2. Range of participation rates for NATO members and partner nations.

3. There are no restrictions on the roles that can be held by women in JAF. Women currently represent 13% of the total JAF workforce; this includes military and civilian women but is not limited to medical corps staff, engineers, logisticians, intelligence officers, Royal Guard, Military police, and pilots. Female field (Infantry) staff comprise 1.39% of the total workforce. The highest-ranking female Field Officer, noting they only commenced recruiting women into this role in 2005, is Major. This cohort of women, approximately 54 in number, will be promoted to Lieutenant Colonel by 2022.⁶³
4. There are no restrictions on the roles women can play in the JAF. Women currently represent 8.83% of the total number of workers in the Jordanian armed forces, and this percentage includes all women of a military and civilian nature, including the general salaries of the Royal Medical Services. The percentage of women working in field units with a military character constitutes 1.39%, and the rank of major is the highest rank for field officers now, as the recruitment of field officers began in 2005 and their number is currently 54 and they will be promoted to the rank of lieutenant colonel in the second half of 2022.

⁶³ As advised by the JAF Gender 1st staff via Zoom meeting on 23 December 2020 with UN Women colleagues to clarify GSA/JAF responses.

5. The percentage of military ranks of women outside the Royal Medical Services units is as follows (Colonel (0.74) Lieutenant Colonel (3.23) Major (8.86) Captain (5.48), 1st Lieutenant (11.56) Lieutenant (7.35) First agent 51%, agent 87%, 1st Sergeant 53%, Sergeant 56%, Corporal 40%, soldier 78%, Pupil/Student 16.02%, Military student 36%.



6. JAF has set a target of 3% for women’s participation as Field Officers by 2021. There is no target for increasing women’s participation overall.
7. Women and men currently enjoy equal rights in relation to healthcare, housing, retirement, and family and financial benefits. Maternity and paternity leave exists (90 days and 3 days respectively). There are provisions for ‘hour of breastfeeding’ for breastfeeding women as for pregnant women the situation is left for the judgement of the commander of the unit depending on her health situation. Nurseries are provided at some military units. Human resources policy is critical to gender equality within the armed forces, for several reasons. First, poor work/life balance and a lack of support to pregnant women and parents of young children are among the most common reasons for people to leave the armed forces. So, failure to attend to these issues undermines capability.⁶⁴

64 DCAF, 2019b, p.30.

8. The Educational periods that women are prevented from marrying or becoming pregnant for the duration of the study are as follows:

Princess Mona College for Nursing	Recruitment is conditional to being unmarried during the training and studying periods.
Field Officers	
Technical staff in all fields	There is no objection to being married, if is not pregnant during the period of the medical examination and training

9. Regarding postings / movement of staff, the following matters are adopted when moving and changing personnel from one place to another without discrimination based on gender: the unit's vacancies by rank; the need for specific occupations and according to the nature of the unit's work; proficiency in work and specialization; place of residence, medical classification, and social status; and unit commander recommendations.
10. **Gender pay gap.** The difference between women's and men's 'average' salaries is a measure of gender equality. In 2018, the gender pay gap in the public sector was 13.8 per cent (The Jordan Times, 2018). In JAF, women and men are paid equally for the same occupation, rank level and tenure. However, gender discrepancies occur due to structural factors, which result in the 'average' JAF women being paid less than the 'average' JAF man. The lack of women at higher rank levels, fewer women in better remunerated occupations and women's length of service being less than men all contribute to a gender pay gap. This can be addressed by ensuring women have the same opportunities to reach senior ranks and facilitating the retention of women. Monitoring the gender pay gap each year is one way to measure the progress of gender equality initiatives and improved participation by women.
11. **Retirement and social security.** All JAF personnel have a contract to serve for twenty years. In some cases, recently, some hold a contract for a period of five years and can be renewed, as was followed recently in the system of recruiting officers (Future Knights), whereby men and women in JAF with this modality of contract can remain in service after the end of the contract period or termination of service.

C. Dimension 12: Assignments, Deployments, Promotion, and Remuneration

1. **Assignments.** Women are not prohibited from any positions in JAF, however the tendency is for women to serve in limited positions, such as MWAD Director, Commander of Military Women Training Center, Nursing Director in Royal Medical Services, administrative positions. There are some positions limited to men such as leaders/ Commanders in the regions due to the nature of the work and the lack of infrastructure to accommodate women and their needs.

2. **Deployments.** Women and men (married or single) are given equal access to desirable assignments and deployments. As of October 2020, women comprised 15.4 per cent of Military Experts on Mission and 7.1 per cent of Staff Officers (9.8 per cent total; four women vice thirty-seven men). The additional number of women required to meet the UN's target for 2020 is three women.⁶⁵
3. However, women also face some obstacles relating to deployments to peacekeeping missions. Generally, this is limited to the percentage of women who hold the requisite language skills being low compared to men. The JONAP⁶⁶ and JAF AWP⁶⁷ has expressly addressed this issue by providing English and French language courses to female officers to increase their opportunities and leadership in peace operations.
4. **Promotion.** By Royal Decree, promotion for male and female officers is based on years of experience at the same rank and being qualified, and every cohort is promoted at the same time. The only exception to promotion is obstacles such as taking leave, ninety days absence or more without pay, or if there is an ongoing case. As for non-commissioned officers (males and females), promotion shall be according to the vacancy, provided that his service at the same rank does not exceed five years.

D. Dimension 13: Mentoring and Support

1. The success and progression of women in non-traditional workplaces will be assisted by enhanced mentoring, networking, and sponsorship programs. A wide body of evidence confirms that mentoring, networking, and sponsorship are essential for women's progression in non-traditional workplaces and provide benefit to employees and their organisations.⁶⁸ Mentoring should therefore be a strategic priority for developing leaders in JAF.
2. Currently, JAF is providing official mentoring program for women including workshops, lectures and courses focusing on religious guidance, security culture, combating extremism, restraint, military linkage, and gender mainstreaming.
3. Military law does not permit a women's or staff's association. However, staff associations and networks within armed forces can play an important role in promoting well-being and retention for women, they provide information on services, moral support, social opportunities, and opportunities for mentoring and professional networking, as well as input into institutional policies and practices to help ensure that they respond to the changing needs of personnel.

⁶⁵ Women Peacekeepers: Gender Imbalance, as of October 2020. Retrieved from https://peacekeeping.un.org/sites/default/files/operational_effect_and_women_peacekeepers_october_2020.pdf

⁶⁶ Outcome 1.2.

⁶⁷ Activity 2.10.

⁶⁸ Australian Human Rights Commission. (2012). *Treatment of Women in the Australian Defence Force*. Sydney: Australia. P.31. Retrieved from <https://defence.humanrights.gov.au/sites/default/files/community-guide.pdf>.

E. Dimension 14: Infrastructure and Equipment

There are adequate facilities provided for women in some JAF locations. This includes ablutions, accommodation, and change rooms. Measures are put in place to assist women on operations to access these facilities as required. Uniforms are provided to women; however pregnant women are permitted to wear civilian attire during their pregnancy (as maternity uniform is not available). Women are limited in field roles due to lack of sanitary and toilet infrastructure. Women are required to wear standard male-sized personnel protective equipment, such as flak jackets.

6. Theme F: Institutional Culture

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

1. DCAF Pathway 5 – *Challenging...institutional culture to increase women’s participation and overall diversity* – requires military institutions to ensure an inclusive culture using a framework of diversity and inclusion, and to demonstrate senior leader commitment through a top-down approach.⁶⁹
2. Effort has commenced (with the JONAP and AWP) to address gender issues, provide awareness and specialised training, and to implement gender-related actions. Currently, there is not a high level of knowledge among JAF staff on the importance of addressing gender issues, or of the strategic gender plans already in place (JONAP and AWP).
3. Teams of mixed gender exist in places where they are required. However, gender stereotyping and discrimination is common, as is it considerable preferable that women work in administrative roles and men in the field. There are not equal numbers of male and female instructors in initial training courses because the percentage of males in the workforce exceeds that of women.

⁶⁹ DCAF, 2019a, p.35.

B. Dimension 16: Leadership and Public Presentation

1. Leaders at all levels play a key role not just by issuing orders but as role models who shape armed forces' institutional culture. They establish what kind of behaviour will be rewarded, what will be tolerated and what will be punished. They set the tone of an institution's culture by the way in which they interact with other staff. For gender equality and gender mainstreaming measures to be given due attention and resources, active commitment is required from senior leaders as well as support from leaders and influencers at lower levels. In addition, leadership commitment to gender equality and inclusion can be demonstrated by military and security institutions' participation in public campaigns related to, for example, International Women's Day, and religious and cultural festivals, as well as military commemorations and celebrations where the contribution of women is highlighted.⁷⁰
2. JAF's commitment to gender equality is expressed through orders and instructions and forming committees such as the GCC to ensure implementation of the JONAP and AWP. However, the issue of gender is still "in its infancy".⁷¹ There is no apparent leadership strategic commitment nor are women and men are not equally involved in decision-making as the numbers of senior women in decision-making positions is almost non-existent compared to men.

⁷⁰ DCAF, 2019b, p.27.

⁷¹ JAF Gender Self-Assessment Response.

ANNEX C:

Recommendations arising from the Gender Self-Assessment

Based on the findings of the GSA, and noting the TNA identified the need for an organisational culture that reinforced gender equality in the workplace in all respects of employment in JAF, it is recommended that JAF:

1. Compile an annual report ('Women in the JAF') tracking the improved participation of women in JAF across the life cycle of service, to include but not limited to attraction and recruitment; training, education, learning and development; postings and deployments; capabilities and career management; retention; and workforce management.
2. Continuing to support and demonstrate the commitment of the senior leadership to gender mainstreaming with the inclusion of a strategic objective to outline the mission of JAF and the commitment to achieving gender equality and non-discrimination.
3. Assign/appoint senior officers (women and men) as gender Champions / Ambassadors who are visibly active in driving gender equality through implementation of the JONAP and GMS.
4. Develop and implement specialised training for women for professional development and leadership, to improve their representation, advancement, retention, and access to senior leadership roles. This should include supporting:
 - a. The participation of women in senior decision-making committees and other forums depending on their speciality and rank.
 - b. Setting targets for, increasing the number of, and better preparing, women in peacekeeping.⁷²
5. Create targets for women's recruitment, overall participation, operational and field roles, and senior leadership roles, and measure progress through a M&E system and the proposed annual 'Women in JAF' report.
6. Create mechanisms, such as a talent pipeline or leadership program, to increase the participation of women and enhance the numbers of women promoted into senior leadership roles to ensure that women are represented in leadership positions at a level that is commensurate with their overall participation rate.
7. Develop and implement *Unconscious Gender Bias training* (to address rigid gender roles/ stereotypes, avoiding biases and discrimination and promoting women's participation in the institutions) for all staff responsible for recruitment and HR management.

⁷² This could be achieved through supporting women in the field of force commanders or international observers or receiving administrative positions prior to deployment; intensification of English and French languages; supporting women's capacities to gain leadership skills in settlement, negotiation, and dialogue processes in conflict areas; and focusing on teaching UNSCR 1820 (which is specialized in addressing sexual violence in conflict situations) and related resolutions (1888,1889,1960).

8. Develop and implement *Gender Awareness training* (online) for commanders and heads of departments as mandatory annual training, to ensure compliance with strategic direction and commitment on gender equality and to gender mainstreaming, and similar training for all staff through professional leadership programs.
9. Review all existing HR policies relating to all aspects of employment across the service life cycle, to remove any structural or policy-specific barriers to ensure women and men can advance and participate equally.
10. Develop gender-sensitive retention policies, including provisions to allow staff (women and men) to balance their work with family and caring responsibilities.
11. Improve accessibility to childcare/nurseries for both women and men to enable them to meet home caring and work-life balance responsibilities and improve workforce participation by women.
12. Develop and implement a *mentoring program for women* (to enable leaders to more meaningfully support women's advancement including career progression and support).
13. Conduct an *Infrastructure and Logistics Review* to address any gaps and deficiencies in providing the enabling/physical requirements for women recruits and officers including uniforms.
14. Establish mechanisms for systematic and regular consultation with communities and civil society, particularly with women's organizations working groups to progress JONAP, as well as provision of services and access by women to all roles and levels in JAF.
15. Ensure all personnel are aware of the established mechanism for complaints against JAF personnel by other members of JAF regarding GBV, sex-discrimination, sexual harassment, and other human rights violations.
16. Review and gender mainstream Codes of Conduct to ensure they include language on zero tolerance for discrimination, sexual harassment, GBV, and the responsibility to report any cases to relevant internal mechanisms.
17. Create policy regarding workplace arrangements for pregnant and breastfeeding mothers to ensure that decisions regarding their management are not left to the discretion of managers.
18. Review retention policies to ensure women can achieve and serve in senior ranks (Brigadier-General and above) past their initial service contract and to meet the objectives of gender-balance in senior ranks at all times.

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