

**GENDER ROLES IN PEACE AND SECURITY: A CASE STUDY OF GENDER
REPRESENTATION IN THE NAMIBIAN POLICE FORCE MANAGEMENT CADRE**

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ABSTRACT

This thesis is an analysis of gender roles in peace and security with specific focus on the Namibian Police Force (NAMPOL) management cadre. The main objective of the study was to establish the role played by gender representation in the maintenance of peace and security. In line with a qualitative approach, the research adopted an explorative research design. The targeted population consisted of 200 senior ranked officers and the projected respondents for the study comprised of fifty (50) participants from the targeted population of senior ranked officers. A purposeful sampling method was used to select participants and email interview was used as a form of data collection. Interview questions were sent to participants' emails and they responded via the same channel. Some respondents were called via telephone to clarify some of their responses. Reports were also used as secondary data to support the study and confirm some of the participants' responses. Thematic analysis was used to analyse the collected qualitative data, which led to interpretations of the study. The study revealed that men and women play different roles in ensuring peace and security in the country and having one gender dominating in the management cadre influences the decisions made as well as the performance of the entire NAMPOL. The role played by women in conflict resolution was deemed as exceptional as women were said to possess good communication skills, good situation analysis abilities, and good negotiation skills. These attributes help women to de-escalate conflicts in the communities and during peace keeping missions. The study further revealed that there were many causes of women underrepresentation in the NAMPOL management cadre. Stereotyping, lack of experience, administration bias and family responsibilities were among the causes of underrepresentation of women. The study recommends NAMPOL to develop its own gender policy that should be implemented at all levels with the hope that this may correct the gender underrepresentation of women at all levels. The study recommends NAMPOL to introduce gender training programmes and other training and development programmes targeting specifically women. It also recommends mandatory mentorship of junior officers in the preparation of them assuming leadership positions. The study also recommends other researchers to investigate NAMPOL's HR policies and procedures to ascertain their effectiveness in addressing gender inequalities.

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There are numerous individuals who, in some way or another, have contributed to the realisation of this thesis. First and foremost, I would like to thank the Almighty God the creator, who gives me strength, good health, and intellectual ability to pursue my studies. I would like to convey my heartfelt gratitude to my supervisor, Dr Pilisano H. Masake, who, despite his hectic schedule, had the patience and energy to guide me through the process of finishing this thesis. I am grateful for his constructive recommendations, and it was indeed a journey which needed courage and dedication; hence the guidance of my supervisor made this journey easy and enjoyable.

Very special thanks go to my loving mother who supported me throughout my educational career. To my sister Ndatty and friends, I'd like to express my gratitude; it was recognised as it kept me pushing to complete this academic journey. I would also like to express my gratitude to NAMPOL members for their assistance. They provided me with the information that I needed for my research project. I really appreciate you all because without your support this thesis would have been a mere dream to be chased.

DEDICATION

This thesis is dedicated to my mother Alma Festus and my sister Ndakulilwa Shawapala who always inspires me to work very hard and achieve my goals. My childhood friend Alfred Hatupopi Kashihakumwa has played a great role in driving me to success in this academic achievement. This thesis is also dedicated to you.

Dr. Piliyandu B. Njauke

Date

SUPERVISOR'S CERTIFICATE

I, Dr Pilisano H. Masake, hereby certify that the research and writing of this study was carried out under my supervision.

Dr Pilisano H. Masake

Date

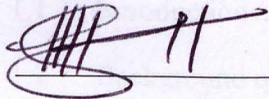
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DECLARATION

I, Gabriel Shawapala declare that the thesis, *Gender roles in peace and security: A case study of gender representation in the Namibian Police Force management cadre* is my own work, and that this work has not been submitted to any other institution of higher education. This thesis is hereby submitted for the Master of Arts in Security and Strategic Studies at the University of Namibia. Furthermore, by way of comprehensive referencing, all sources used in this article have been properly recognised.

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Gabriel Shawapala

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LIST OF ABBREVIATIONS / ACRONYMS

AU	African Union
CEDAW	Convention on the Elimination of All forms of Discrimination Against Women
DCAF	Democratic Control of Armed Forces
ECOWAS	Economic Community of West African States
EU	European Union
HR	Human Resources
ICPD	International Conference on Population Development
MDG	Millennium Development Goals
MGECW	Ministry of Gender Equality and Child Welfare
MNSCPP	Malian National Security and Civil Protection Policy
MPD	Metropolitan Police Departments
NAMPOL	Namibian Police Force
NATO	North Atlantic Treaty Organisation
NCS	Namibian Correctional Services
NDF	Namibian Defence Force
NGO	Non-Government Organisation
NGPAP	National Gender Policy Action Plan
NHIES	Namibia Household Income and Expenditure Survey
NNAP	Namibia National Action Plan
NNAPWPS	Namibia National Action Plan on Women, Peace Security
NPFAR	Namibian Police Force Annual Report
NPHQ	National Police Headquarters

NSCIT	National Strategy to Combat Insecurity and Terrorism
NSCPPF	National Security and Civil Protection Policy Framework
NSP	National Security Plan
NYCPD	New York City Police Department
PDP	Personal Development Program
RPHQ	Regional Police Headquarters
SADC	Southern Africa Development Committee
SARPCCO	Southern African Regional Police Chiefs Cooperation Organisation
SDA	Sex Discrimination Act
SDG	Sustainable Development Goal
UNODC	United Nations Office on Drugs and Crime
UNSC	United Nations Security Council
UNSCR	United Nations Security Council Resolution
UNSDG	United Nations Sustainable Development Goals
WAD	Women's Action for Development

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

Women's voices have emerged as peacemakers' and the voice of security around the world, and women have used their positions as viewed by the society and gender networks to facilitate and reduce violence (Arostegui, 2015, p.7). It is argued that complete and equal participation of men and women in leadership roles in the security sector is essential to achieve peace and human security (Arostegui, 2015, p.8). However, in terms of a 50/50 gender representation policy, women's representation in security leadership positions (positions of influence) is sparse and poorly implemented. As a result, it is argued that if women were better represented in security sector management cadres, there would be a greater chance of peaceful conflict resolution.

Uniformed females are said to have more capabilities than their male counterparts to de-escalate situations and use less force, according to research undertaken in the United States and around the world (Arostegui, 2015, p.7). Additionally, women's voices have also appeared as a voice of peace and security around the world, and they have used their societal positions and networks to intervene and prevent conflict. Scholars such as Hendricks (2011, as cited by Shikomba, 2018, p.13), agree with Arostegui (2015, p.11), who states that a complete and fair involvement of women and men in security sector leadership roles is essential to achieve peace and human security. Gender balance in foreign policy, according to Scheyer and Kumskova (2019, p.60), has the ability to add stability and prosperity to International Relations (IR).

Gender representation in the security sector such as in the army and police force means that both genders must have equal opportunity to participate in security leadership, administration, and oversight at every rank. It also indicates that, to attain human security, the unique security requirements of men and women must be recognised and treated on an equal footing (Ibrahim, Mbayo & MCarthy, 2015, p.8). To achieve the goals of the above argument, the study adopts a feminist research framework. Feminism theory was ultimately created to give effect to and advance women's concerns (Gasztold, 2017, p.9). Thus, using a feminist lens as the basis of this research, the researcher analysed the perceptions from the members of NAMPOL of the role of

gender in the police force, with specific emphasis on the implementation of a gender representation policy within NAMPOL.

United Nations Security Council (UNSC) (2015, as cited by Shikomba, 2018, p.4), emphasised that there are three points on why gender must become a part of the security industry: Firstly, gender mainstreaming and equality are a globally required necessity and critical to reaching the Millennium Development Goals (MDGs) by implementing the Beijing 'Platform for Action' developed at the 4th World Conference on Women (1995), the Cairo Program of Action (UN ICPD 1994), the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW), the United Nations Security Council Resolution (UNSCR) 1325 and the Sustainable Development Goal 16 (SDG), which advocates for the promotion of inclusive and peaceful societies. The United Nations (UN) has embarked on several missions in promoting SDG goal 16 such as declaring the year 2019 theme as 'Empowering people and ensuring inclusiveness and equality' Under this theme community peace structures and collaborations with law enforcement were formed in Africa especially in the central African countries (Bradford, 2019, p.2).

Secondly, because it is necessary to use the entire pool of humanity, rather than just half of it, when both genders are fully engaged in decision-making, better results are obtained.

Thirdly, integrating gender perspectives and mainstreaming is operationally tactical for proficiency and efficiency, and it ensures UNSCR 1325 implementation success (Shikomba, 2018, p.5). This study thus provides an analysis of gender roles in peace and security with specific emphasis on the implementation of gender representation within NAMPOL top management cadre. The next section of this chapter presents the background of the study, the research problem, and the research objectives. The last portion of this chapter comprises of the purpose, significance, limitations, delimitations, and scope of the study as well as the overview and structure of the chapters contained in this thesis.

1.2 Background of the study

The liberal feminist theory attempts to describe and explain how gender systems function in security studies and whether effective gender representation in security sector improves conflict resolution mechanisms (Sjoberg, 2012, p.193). In dealing with gender representation, the

international community has responded by establishing a framework for dealing with women, peace, and security, which includes UNSCR 1325 and requisite international law (Iileka and Imene-Chanduru, 2020, p.13)). Similarly, in order to create long-term peace, regional organisations such as the European Union (EU), North Atlantic Treaty Organisation (NATO), and the African Union (AU) have developed strong frameworks around gender equality and women's rights (Arostegui, 2015, p.7). The premise is that a risk of conflict, crime, poverty, a lack of education, a lack of economic opportunity, political oppression, and other destabilizing variables exist when there is inequality and prejudice. (Novich, Kringen & Hunt, 2018 as cited by Sebire, 2020, p.82). Further, national gender representation policy which NAMPOL yet to implement, demands that, men and women should be equally represented in leadership positions.

The passage of UNSCR 1325 on women, peace, and security in 2000 was significant to the efforts of abiding by the international laws (UN Women, 2015). The resolution suggested that, understanding the impact of armed conflict on women and girls necessitates the establishment of effective institutional mechanisms to secure their safety. As a result, women's full engagement in the peace process would have a noteworthy influence on the maintenance and advancement of international peace and security (Coomaraswamy, 2017, pp.8-9). Furthermore, among the UN provisions is a call for more women to be included at all levels of decision-making in conflict-resolution institutions (Egnell, 2016, p.74).

The UNSDGs 5 and 16 both call for the cessation of violence, as well as the building of functional and stable judicial institutions (UN Women, 2015). A country's police force's structure and culture are important to its ability to fulfil these aims. The United Nation Office on Drugs and Crime (UNODC) has suggested that a diverse workforce, especially in terms of female presence at all levels of the policing command structures, is an important aspect in determining the culture of a police force (UNODC, 2020, p.34). On the other hand, many police forces/services in many nations remain traditional, male-dominated hierarchical organisations (Rabe-Hemp, 2018). In England and Wales, for example, even though female police officers now make up 30.4 percent of the force, women's advancement to the top ranks has stagnated (Home Office, 2019, p.12.).

26% of Angola's national police force; women make up only 23.5 percent of the Botswana Police Force, and only 23.5 percent of the Tanzania Police Force women were only reported at 19 percent. The above shows how women have been under represented in the police force in the Southern region.

. It has been noted that women continue to be underrepresented in many aspects of the labour force including top leadership positions. Furthermore, in support of the above regarding the escalating figures on gender inequality, as shown by the Affirmative Action Report for 2013/14, it was evident that women were underrepresented in the labour market (Shejavali, 2018, p.7). Although some of the problems facing our societies, such as domestic abuse, sexual assaults, and gender-based violence, could be resolved amicably, few female police officers in the top management level in the department seem interested in addressing these issues (Mwetulundila, 2019, p.4). Hence, more women should be appointed in the highest offices of the police, to play a more active part in the drafting of legislation (Mwetulundila, 2019, p.3).

According to Creary, McDonnell, Ghai and Scruggs (2019, p.5), it would be useful to move away from the "group mind-set" of mostly male and senior officer stereotypes and toward a senior officer team that is significantly more varied and representative of the community it serves. The Namibian national security institutions are made up of the Namibia Defence Forces (NDF), NAMPOL and Namibian Correctional Services (NCS). These security forces safeguard the country's sovereignty and integrity. According to the NNAP report (2019), the NNAPWPS, (2019-2024) indicates that in general, Namibia has progressed in boosting women's representation in the peace and security sector. By 2017, female representation had increased to 23% in the NDF, 38% in NAMPOL, and 44% in NCS. As a result, Namibia is one of the SADC countries with the highest level of female presence in the security sector. According to the research, initiatives should be done to expand women's presence in the security sector, particularly at decision-making levels, as part of the implementation of the NNAP on Women, Peace, and Security. This is in keeping with the 50/50 SADC Gender Protocol, the AU Continental Results Framework for Women, Peace and Security, and the UNSDGs that must be met by 2030 (NNAP, 2019).

Following Namibia's independence in 1990, NAMPOL was created. The Namibian Constitution under article 119 (2) as amended, requires the Inspector-General of NAMPOL to provide for a balanced structure of the police force, which includes equal roles for both genders in leadership positions. According to the NAMPOL Annual Report (NPFAR), (2018/2019), the NAMPOL's staff strength was estimated to be seventeen thousand and ninety-one (17091) members, with women accounting for 38 percent of the force's total strength and men accounting for 62 percent (Namibian Police, 2019). The 50/50 gender policy in NAMPOL is still a distant possibility. The preceding assertion may explain why males continue to hold more top leadership positions than their female counterparts. For the purpose of this study, the Top Management Cadre is defined as the NAMPOL management hierarchy structure, which includes the Inspector General and Deputy Inspector Generals, Commissioners that are heading directorates and regional commanders as well as Deputy Commissioners who are Heads of the First Division that form part of top management cadre. Thus, the study aims to analyse the gender roles in peace and security with specific focus on NAMPOL top management cadre.

1.3 Statement of the problem

The NAMPOL top management cadre comprises of 40 members, however only eight are women. They are the Deputy Inspector General for Administration, the Head of the Training and Development Directorates, the Head of the Gender and Welfare Directorate, the Head of the Public Relation Division, the Head of the Traffic Division, and the Regional Commander of Oshana, Kavango East and Ohangwena regions respectively (Namibian police report, 2019). This shows that women are underrepresented in top police command roles, with only 20% of female colleagues holding such posts compared to 80% of male equivalents. Studies have indicated that if women were properly represented in security sectors' decision-making bodies, there would be higher possibilities of resolving conflicts amicably (Meier, 2013, p.60). In Namibia, studies of Shikomba (2018) and Mwetulundila (2019) have indicated that they have been compliance of gender imbalances in the security sectors thus in the army and police force.

Poleski (2016, p.9) asserts that both genders have leadership skills that are important in law enforcement. These include, but are not limited to; teamwork, the capacity to effectively communicate a mission or sense of purpose, resource identification and acquisition, communication and enforcement of expectations, conflict resolution, and interpersonal

awareness. These are all skills that can be learned. Women also had a larger "power of observation, a better capacity to envision, better verbal abilities, more efficient communication, supportiveness, engagement, and a greater ability to mentor and nurture employees than men," (Poleski, 2016, pp. 9 - 11).

However, women participation in terms of 50/50 gender representation policy in security leadership roles (positions of influence) is meagre and not effectively implemented in senior positions in security sectors such as police (Wilson, 2016, p.2). Therefore, if there is no sustainable model of diversified senior leadership within police forces, it will be difficult to develop strong and stable law enforcement agency that people can trust. As a result, the key question in this study is to deconstruct the roles of gender in peace and security, as well as to inquire why there is an underrepresentation of women in the police top management cadre, as stated in the background.

1.4 Research objectives

The main objective of the study was to analyse the role played by gender representation in maintaining peace and security. The following sub objectives guided the study:

- To identify the causes of underrepresentation of women in NAMPOL top management cadre;
- To explore the effects of underrepresentation of women in NAMPOL top management cadre on peace and security; and
- To recommend strategies that should promote gender equality in NAMPOL top management cadre positions.

1.5 Significance of the study

Firstly, the study unpacked the important roles women play in maintaining peace and security. Gender representation is pursued as a strategy to truly include varied employee ideas, experiences, and cultures, which results in improved levels of workplace performance and satisfaction within organisations, in addition to the community benefit of a diversified police

force. Hence NAMPOL will realise the importance of diversification in its top management cadre.

Second, the findings of the study may be useful in assisting the government, non-governmental organisations, and private institutions in overcoming barriers to the effective implementation of gender representation programmes. The outcomes of this study have the potential to improve knowledge of male and female police officers' perceptions of women's underrepresentation in supervisory and leadership positions. Thirdly, the study identifies the potential barriers to promotion and appointment in NAMPOL. This information can be used by the national police chief and police administrators to make administrative or policy changes to remove barriers to advancement and encourage female officers to pursue promotions in the police force. Policymakers can make well-informed decisions about gender issues.

1.6 Limitations of the study

The issue of women underrepresentation in leadership positions across organisations focusing on peace and security is rampant in most organisations, across all national security agencies (Coomaraswamy, 2017). The researcher focused on NAMPOL in particular, due to time and financial constraints. In addition, the targeted participants are NAMPOL senior officials and those with demanding work and family responsibilities. Therefore, interaction with the target group was limited. Coronavirus (COVID-19) pandemic restrictions posed challenges as some participants were reluctant to meet up for interviews. Equally, many potential participants did not take part in the study as they were either in isolation or quarantined at home. As a result, telephone and or email interviews were conducted to gather data from respondents. Lastly, the study was cross-sectional in nature. Longitudinal studies should be conducted to analyse the significance of gender role in maintaining peace and security within NAMPOL.

1.7 Delimitations of the study

The research was restricted to NAMPOL's top management cadre. As a delimitation area, the study was centred on commissioned officers from the rank of Chief Inspector to Inspector General (Lieutenant General) of the NAMPOL. As a result, the target group consists of NAMPOL staff in strategic positions that are thought to be experts on the issue.

1.8 Organisation of the study

Chapter 2 discusses different authors' perspectives on the study topic and introduces theoretical structures that direct this analysis. This study's research methodology is explored in Chapter 3. The data analysis, interpretation, and observations are discussed in Chapter 4, and the findings, conclusions, and recommendations are discussed in Chapter 5.

1.9 Definitions of terms

Namibia Police Force (NAMPOL) – Is a Namibian peacekeeping, intelligence, and law enforcement organization. The Namibian Constitution established NAMPOL, which was enacted by Parliament Act 19 of 1990. The South-West African Police Force was replaced by NAMPOL. An Inspector General with the rank of lieutenant general leads the force. Two deputy inspectors general's act as the Inspector general's subordinates.

Gender Roles -

These are societally assigned tasks and responsibilities that are commonly carried out by either women or men. "This sex-based activity allocation is known as the sexual division of labour, and it is learnt and understood by all members of a given culture. The most important social structure determining gender relations is the sexual division of labour" (Blackstone, 2013, p.337).

50-50 representation -

It is eradicating stereotypes in all aspects of society in order to create an atmosphere of equal opportunity, equal job advancement, gender equity, and reimagining leadership in the private and public sectors to represent society as a whole (Owen, 2019, p.1).

Gender Equality -

Means that people of both genders are free to pursue whatever career, lifestyle preference, or ability they wish. Their gender has no influence on their social rights, opportunities, or participation. Gender equality implies that everyone is treated the same way. Their various needs and desires are equally respected (UNICEF, 2017, p.3).

Gender Equity -

Refers to "equal treatment for men and women, based on their individual requirements. This could include equal treatment in terms of rights, benefits, obligations, and opportunities" (UNICEF, 2017, p.3).

Career progression -

Refers to the method of making your way up the corporate ladder. Moving ahead of your career, getting promoted, seeking new challenges, new employers, and new prospects, and making the most of your professional life (Career Development Institute, 2017, p.1).

1.10 Conclusion

This chapter provided a brief overview of the research topic before delving into the background of gender representation in security agencies from a global, regional, and national perspective. The study highlights a research problem, revealing that only eight (8) women make up Namibia's top management cadre, accounting for only 20% of the total, compared to 80% for men. The aim of the report, which was focusing on gender roles in effectuating peace and security in NAMPOL, was also discussed in the chapter. The chapter also described the study's limitations and delimitations, as well as key terms like gender equality and career advancement. The report of this study consists of five chapters.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on gender roles in the peace and security sector and gender representation in leadership positions in the security sectors, with special focus on NAMPOL. The chapter commences with highlighting the theoretical framework, background of NAMPOL, role of gender in maintaining peace and security, gender inequality challenges faced by women in the police force, promotions, and career progression of women in NAMPOL. Then the chapter proceeds with international, regional, and local frameworks and policies which advocate for gender roles in peace and security and representation.

2.2 Theoretical framework

A theoretical framework is a set of interconnected ideas, similar to a theory but not as well developed (Frederic, 2011, p.66). Liberal Feminist Theory is the major theory guiding this study. The other theory guiding this study is the Social Role Theory of gender. These formerly mentioned theories are discussed in the following sub-sections.

2.2.1 Liberal Feminist theory

Gasztold (2017, p.15) states that the word "feminism" has many different connotations, and its definitions are often debated. Gasztold further states that the word "feminism" and feminist concepts and ideals have been connected to women's activism in English since the late 1800s. It is vital to distinguish feminist conceptions or values from the feminist political movements. Despite the lack of significant political engagement in response to women's subjugation, people have been concerned about and theorised about women's justice (Gasztold, 2017, p.15)

According to Wilson (2016, p.84), feminism was established by women in order to make women's issues more apparent. The female police officer issues were viewed from a holistic and historical viewpoint by using a feminist lens. It is further argued by Wilson that Feminism holds that promoting equal rights for women is essential, as it requires equal wages, promotions, and

access to the same benefits that males get. Feminist Theory supports females and serves as a social forum to counteract behaviours that seek to oppress women (Wilson, 2016, p.84).

This research focuses on the liberal approach of feminists, who believe that males and females have distinct roles in the workplace and that equality should prevail in all areas including decision-making bodies (positions of influence). This study's feminist approach also considers whether women's policing styles are the same as or different from men's, and whether this is detrimental or helpful to policing in achieving peace and security. Since the role of women is significant in policing and the police culture is often misogynistic, the impact of feminist ethics and descriptors can provide insight into improving an established organisational culture as well as providing a feminist perspective on leadership (Gandia, 2018).

2.2.2 Social role theory

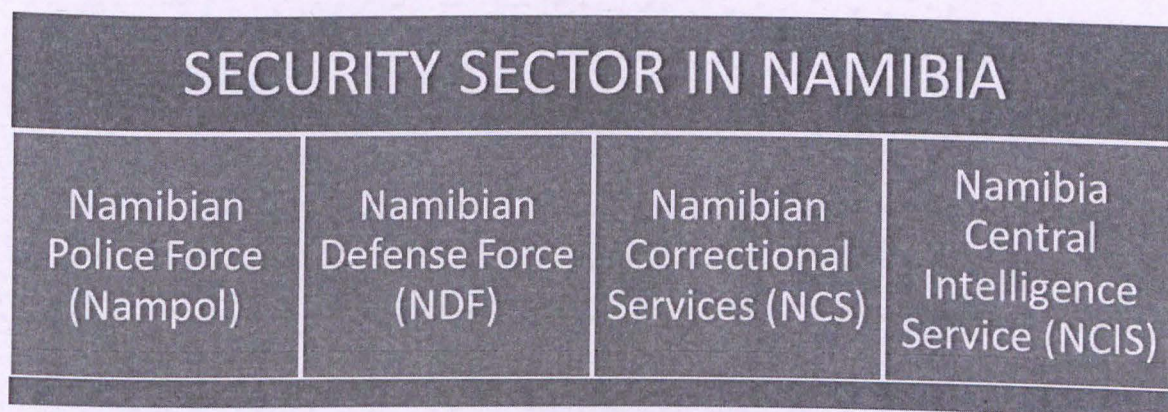
According to social role theory as cited by Khosa (2019, p.18), Eagly's (1987) widely held gender stereotypes emerge as a result of a society's gender division of labour. Furthermore, social role theory is a comprehensive concept that encompasses all forms of interactions, from assertive, power-related behaviours to positive, feeling-related behaviours (called socioemotional behaviours). On the other hand, the theory's examples aren't very specific or detailed. In the same setting, women will act more communally and less instrumentally than males, and these differences will be most pronounced when gender is prominent in the context, whereas gender differences will be muted or non-existent when people perform formal, institutional tasks (Khosa, 2019).

Social role theory as applied in the police force suggests that both leadership and gender roles affect the actions of senior officers and help to clarify disparities in male and female styles and effectiveness (Natarajan, 2016, p.25). This theory in this study implies that women and men in the management level possess different leadership styles due to their construction of social roles. The incorporation of these social roles in executing different tasks and decision made in the police force is influenced primarily by the social role played by both genders. While gender roles are the expectations imposed on a person based on their socially assigned sex or the attributes that society expects people of a certain sex to have (Egnell, 2016).

2.3 Security sector in Namibia

The National Security Agencies of Namibia are made up of the Namibia Defence Forces (NDF) which includes the army, air force, and navy, the Namibian Police Force (NAMPOL), Namibia Correctional Service (NCS), and the Security Commission (Namibia National Action Plan, 2019). These security forces safeguard the country sovereignty and integrity. The NNAP (2019) on Women, Peace and Security (NNAPWPS) (2019-2024) specifies that to a large extent, Namibia has progressed in terms of women's representation in the peace and security sector. By 2017, Namibia had 23 percent female representation in the NDF, 38 percent in NAMPOL, and 44 percent in NCS, making it one of the countries with the highest levels of female representation in the security sector in the SADC region. Initiatives should be undertaken to improve women's presence in the security sector, particularly at decision-making levels, as part of the execution of the National Action Plan (NAP) on Women, Peace, and Security. This is in keeping with the 50/50 SADC Gender Protocol on Defence and Security, the AU Continental Results Framework for Women, Peace and Security, and the UNSDGs that must be met by 2030 (NNAP, 2019).

Figure 2.1: Security sectors in Namibia



Source: (NNAP, 2019)

2.3.1 The Namibian Police Force (NAMPOL)

An Act of Parliament provided for the establishment of the NAMPOL under Article 118 of the Namibian Constitution as amended. The Police Act 1990 (No. 19 of 1990) was enforced by the statutory injunction. The NAMPOL is formed, organised, administered, and given powers and duties among other things under this Act (Police Act 19 of 1990).

NAMPOL's primary constitutional mandate is to safeguard the nation's internal security and preserve law and order. The Police Act's Section 13 builds on this mandate, stating that NAMPOL's functions shall be the preservation of the internal security of the country, the maintenance of law and order, the investigation of any offence, the prevention of crime and the safeguarding of life and property.

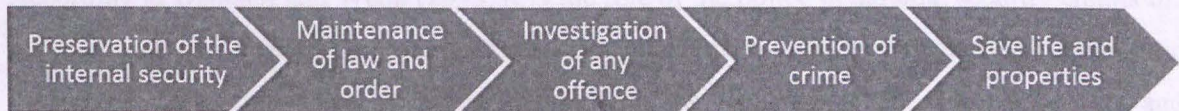


Figure 2.2: Functions of NAMPOL

Source: Namibian Police Act 19 of 1990

2.4 National security

Holmes (2015), national security is the aspect of government policy aimed at establishing national and international conditions conducive to the preservation or extension of fundamental national values against current or future adversaries. Similarly, New Zealand National security, according to the Intelligence and Security Act 2017, is defined as "protection against threats, or potential threats, to New Zealand's status as a free and democratic society from unlawful acts or foreign intervention; imminent threats to the life and safety of New Zealanders abroad; and unlawful acts, or acts of foreign interference, that may cause serious damage to New Zealand" (Holmes, 2015). Iroanya (2019, p.6) indicated that national security refers to the protection of the entire country. According to Iroanya's concept, the country's main goal is to protect the country and its population from attack and other external dangers by retaining armed forces and

protecting state secrets. The definitions above provide insights into what national security is all about, which can be summarised as defending a country from any threats it might face.

According to the Geneva Centre for the Democratic Control of Armed Forces (DCAF) (2015, p.37), National Security Policy (NSP) is a mechanism for describing how a country ensures the safety of its citizens and the state. It is frequently referred to as a single text. The NSP serves a current and future purpose by identifying the nation's core priorities and developing guidelines for coping with current and future threats and opportunities. Military doctrine, homeland security strategy, and other subordinate security policies that address national security as it relates to specific agencies or concerns are often hierarchically superior to NSPs (DCAF, 2015).

2.4.1 Role of police in national security

According to Denham and Webb (2013, p.7) the role of the police in national security entails the defence and advancement of national interests. This may include safeguarding democratic institutions from subversion or terror, maintaining the integrity of the nation's borders and decision-making, as well as ensuring a favourable regional environment for the government to advance the country's economic and political goals (Denham & Webb 2015). The DCAF (2015) emphasises that police are the state's primary security providers, entrusted with ensuring the safety of persons and property through public aid, law enforcement, crime prevention, and the maintenance of public order. The criminal justice chain also integrates state security and justice provision through the larger justice sector's services, which include judicial systems, corrections, and correctional facilities, among other things, as part of police tasks.

DCAF (2015) inferred that the police are on the front lines of state-provided public safety and security, and as a result, they are a security provider that the general public encounters most frequently in their daily lives. In addition, the police have additional authorities that allow them to temporarily restrict the exercise of essential rights and deprive persons of their liberty in specific, legally specified conditions in order to carry out their duty. Coomaraswamy (2017, p.119) claims that policing is not just a function of the state police; but it includes any coordinated operation aimed at preserving communal order, protection, and punishment. Thus, it is in reality, a governance mechanism. As a result, it can be approved and provided by both state and non-state actors.

Natarajan (2016, p.27) argues that police officers are interested in proactive policing and that law enforcement is responsible for supporting and defending national interests both at home and abroad. This includes regional or transnational law enforcement activities as part of whole-of-government missions, international law enforcement collaboration and capacity building, and domestic and offshore counterterrorism operations.

2.4.2 Management levels and influence

According to Parham et al. (2015), top management is the highest tier of the management hierarchy, usually a perceived or self-perceived group of people who make decisions about the organisation's future and have a huge effect on its dynamics and culture. This group is male dominated in gendered organisations, meaning that one gender group controls organisational direction while controlling the roles, dynamics, and operational behaviour of both men and women (Billing, 2011). Scheyer and Kumskova (2019) indicated that organisations with more than a third female senior workers have better communication and coordination results. This advantage is not realised in gendered organisations where women are under-represented at the top.

Higher levels of procedural fairness and police credibility among citizens are indicated by greater diversity in senior ranks, including an increase in the number of female senior officials (Poleski, 2016). It is further claimed by Poleski that if a police department is more representative of society and treats its own employees fairly, it is more likely to maintain peace and national security. Equally, this could also result in increased social harmony and cohesion, as well as ensuring human security. Hence this is the police force's primary goal in maintaining strong and secure institutions. Despite some positive steps implemented over the past decade, the lack of diversity in top levels of police forces in England and Wales has been cited as a key hindrance to community trust and to producing a police service that better represents the communities it serves (Home Office, 2019).

2.4.3 Role of gender in peace and national security

Gender, according to Shejvali (2018, p.2), refers to how both genders construct their identities in human civilisation. The latter is not to be confused with 'sex,' which refers to biological features that determine whether a person is female or male in that it refers to men and women's

socially constructed roles and relationships. Gender is often interchangeably used with sex in everyday speech, but in the social sciences, it refers to historically developed and institutionalised distinctions (Dean, 2016, p.43).

Women's contribution in peace and security processes is becoming more relevant, according to (Arostegui, 2015). Half of the population is female, and they play an important role in society. Arostegui established that real and enduring peace would be difficult to achieve without them. Moreover, they are not just victims of conflict; but they are also combatants, peacebuilders, and they are typically in the best position to bring peace to their communities as politicians and activists. Women have also emerged as peacemakers throughout the world, mobilising communities and utilising their social roles and networks to mediate and mitigate violence (Arostegui, 2015). Schwanke (2013) concludes that female officers play an important role in influencing changes in security policy and practice, and that these changes can have long-term, positive effects, not only for women, but also for the organisations, institutions, and communities they serve.

The adoption of UNSC Resolution 1325 was unique in that it was the first time the UNSC focused solely on women in military conflict and recognised women as participants in discussions and peacekeeping rather than just victims (Shikomba, 2018, p.56). The resolution recognised women's position in peacebuilding as well as the effect of armed conflicts on women. It is further stated by Shikomba that the adoption of the resolution identified one crucial aspect: it demonstrated that the segregation of females from the peace process was a challenge to the peace itself.

According to Prenzler and Sinclair (2013, p.3), women police officers receive several benefits that are often withheld or undervalued. The global objective is to promote true women's equality and independence, including through employment and improved social service delivery, which is assisted by policing equity (UN Women, 2015). In addition, women will find healthy and satisfying work in policing, with a range of job choices and growing prospects for flexible work. The involvement of female police officer also offers an alternate point of contact for victims of crime who have been exposed to male officer's well-documented insensitivity (Prenzler & Sinclair, 2013, p.3).

UN (2016) promotes women's and girls' involvement in formal and informal peace processes, as well as the integration of gender perspectives, which are essential to the establishment of long-term peace. UN indicates further that women are unable to communicate their concerns if fact-finding missions do not consult them or if they are not interested in peace talks. Furthermore, if gender dimensions are not considered in these negotiations, political systems, economic institutions, and security sectors negotiated in peace talks would not promote greater equality between the genders (UN, 2016). Similarly, the impact of gender disparity on peacebuilding and state building is often based on a variety of assumptions about men and women's positions, obligations, and identities during conflict and afterwards (Mwetulundila, 2019)

2.5 Benefits of integrating gender in the police force top management cadre

Europol (2016) alludes to the fact that policing is a profession that is equally suited to men and women. Thus, the function of law enforcement should be that of a mirror. Furthermore, it is vital that we are able to develop a diverse organisation with leaders who represent our diverse world, and this is not limited to gender. Issues will emanate if there is no diversity in the organisation of employees from a variety of occupations, cultures, perspectives, races, and so on. Women have admirable leadership and management abilities as emphasised by Europol, in addition to outstanding communication and delegating skills, a sharp sense of fact, and a general sense of organisation. They can balance broad strategies while paying close attention to tiny details, and they take on obligations with remarkable diligence (Prenzler & Sinclair, 2013). Equally, gender balance has additional advantages in law enforcement. Hence, it is advantageous to have a mixed team at the organisational sector's decision-making table. More importantly, the more diversity you have, not only in terms of gender, but also in terms of views and ideas, the more ideas you can get (Europol, 2016).

Arostegui (2015) suggests that human security is the emphasis of the security sector. It should consider the needs of men, women, boys, and children and should guarantee that women's full and equitable involvement meets the requirements of the entire community. As a result, it contributes to the establishment of a more peaceful and safe society. Arostegui further emphasises that integrating a gender perspective into the security sector is important for three

reasons: to follow universally accepted human rights principles; to increase organisational efficiency by involving men and women in decision-making; and to follow universally accepted human rights principles Meier (2013) stated that the study's key results were that women are just as capable as their male counterparts in fulfilling their tasks, and people believe female officers are just as capable as their male counterparts.

Woods (2015) is of the same opinion as Egnell (2016, p.80) and Shikomba (2018, p.16) regarding the adoption of UNSC Resolution 1325. Woods believes that the adoption of UNSC Resolution 1325 was unique as it concentrated much of the UNSC's attention on women in armed conflict for the first time, recognising women as agents in negotiating and preserving peace rather than just victims. The resolution further recognised women's position in peacebuilding as well as the effect of armed conflicts on women. Therefore, the adoption of the resolution identified one crucial aspect: it demonstrated that women's absence from the peace process posed a threat to the peace itself (Woods, 2015, p.144).

The Prenzler and Sinclair study (2013, p.9) revealed that, female police officers receive several benefits, which are often withheld or undervalued. Equity in the police force aids the global objective to create true equality and freedom for women, including through jobs and improved delivery of social services (Prenzler and Sinclair, p.9). UN women (2015) indicate that women will find safe and satisfying work in policing, with a variety of job options and growing opportunities for flexible work. Female officers give an alternative point of contact for crime victims who have been victimized by male officers' well-documented insensitivity (UN women, 2015).

2.6 Gender inequality in the police force

In the mid-1980s, equalities legislation was introduced in several countries in the world especially in Europe, providing a mechanism that enabled women to succeed in the police force (Brandl, et al., 2018). Despite this law, women appear to be underrepresented, with open misogyny, abuse, and discrimination. Brandl et al (2018) further state that women believe they must put in more effort at work in order to be welcomed. Those who may not work in the community when applying for promotions or other responsibilities may not be given equal

consideration according to Natarajan (2016). In addition, scholars such as Anzam (2015) argue that female officers must work extra hard and should be regarded as "one of the boys," and an officer who can be relied upon and who will support the team. Therefore, female officers will find it difficult to appear as "one of the guys" if they do not have the time or ability to do so (Anzam, 2015).

In agreement with the study of Anzam (2015), Meier (2013, p.66) states that police officers who do not fit the traditional police model of masculine power, because they are female, gay, or a member of an ethnic group, ignore their personal characteristics or behaviours in order to adhere to the model. Gender thus becomes an obstacle to women's advancement in law enforcement professions in such an environment.

Dean (2016, p.44) revealed that female officers disrupt the existing police personality and culture, resulting in significant opposition to their work as officers. Furthermore, Dean (2016, p.46) indicates that since female officers' work is equal to that of their male counterparts, male officers feel threatened and have a lower status. Despite literature showing the need for policy change and improved opportunities for female officers, women appear to be regarded as tokens and have a lower occupational status than their male counterparts (Dean, 2016, p.48).

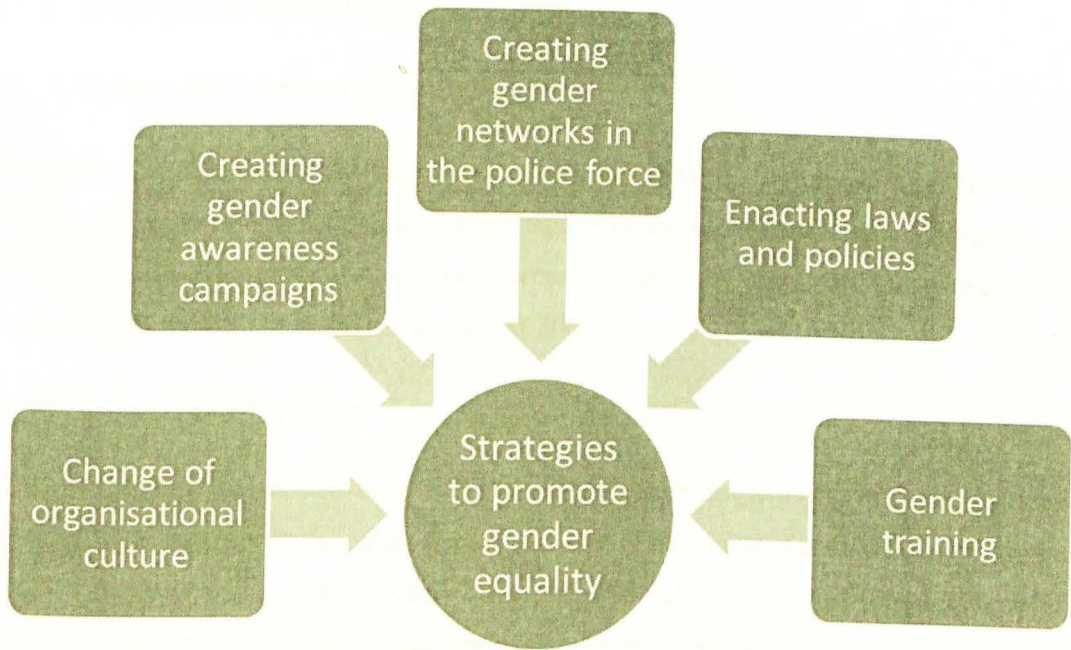
According to UNODC (2020, p.8) the gender gap in higher-ranking positions is wide. UNODC further reveals that there have been no female chiefs of police in the ASEAN region, and only a few police departments have female officers in senior leadership positions. According to Norville (2010, p.33), female under-representation is especially visible in most specialist police force departments.

The only role in which female officers play a significant role is in the public protection unit, which deals with crimes involving women and children. Female infiltration into the 'brotherhood' has been resented, according to UNODC (2020, p.17), with research indicating that many female officers have personally faced sexism and gender inequality, which has hampered their integration into the police profession. Furthermore, police occupations and training requirements, which are considered as the first line of defence against the "invasion" of women, are thought to restrict female recruitment and officers (UNODC, 2020, p.17).

Dean (2016, p.45) argues that because the masculine culture of policing places a premium on physical strength and brutality, female officers frequently fall short of the manly, crime-fighting image. To back up the above argument, Meier (2013, p.65) argues that a police officer's masculine appearance includes praising violence and hostility, which reflects in how they interpret what police work should be, and who should be doing it. Meier has postulated that the term "real police work" refers to parts of policing that are considered masculine and require physical prowess, such as subduing defiant arrestees. Due to their association with femininity, other necessary policing tasks, such as report writing, were deemed non-police work. Officers who do not support or threaten these masculinity constructions are subjected to a range of resistance techniques (Walsh, 2011, as cited in Meier, 2013, p.23). On the contrary, Gartzia and Van Engen (2012) conclude that the portrayal of police officers as action-oriented crime fighters is in direct conflict with most of the circumstances they are confronted with. Police work is primarily concerned with maintaining order and responding to calls for service, all of which female officers have shown proficiency in when responding to duty calls.

Opposition to women in policing takes two main forms: regulation and segregation (Meier, 2013, p.62). The first line of defence in a male-dominated world is to block or deter women from entering. This is generally achieved by isolating and bullying women in the hopes that a hostile work atmosphere will lead them to leave and prevent other women from joining. Examples of female police officers being abused by fellow officers abound in scholarly literature. Female police officers have been subjected to unfair, even abusive treatment, according to criminal justice literature. Natarajan (2016) inferred that female police officers handle the gendered institution of policing by using several coping strategies that act as gendered personas. These coping strategies have a direct effect on their work performance and interpersonal relationships.

2.6.1 Strategies to promote gender equality in the police force



Source: Own Compilation

Figure 2.3: Strategies to promote gender equality

- *Change of organisational culture*

Tøraasen (2016, p.13) is of the opinion that promoting gender representation in police organisations begins with a shift in organisational culture that emphasises masculinity over femininity in police activities. The police department's top leadership should push for a shift in attitude and foster a police force that is inclusive of all genders. Europol (2016) suggested that implementing a gender-diversity policy is always a cultural transformation that necessitates complete commitment and all senior management must be actively involved in driving the improvements in the company's culture.

- *Creating gender awareness campaigns*

Creating gender awareness programs in organisations like the police leads to a shift in male counterpart's behaviour in how they interact with female officers. Therefore, the need for

organisations to choose women from within the department to lead such efforts would aid in achieving police gender equality (Chaudhary, 2016).

- ***Creating gender networks in the police force***

Every police department should have gender network groups, organisations both inside and outside the force that help to promote gender equity in the workplace. Such networks assist in identifying gender differences in the armed forces and devising ways to address the issues that men and women face in the field (Parham et al., 2015).

- ***Enacting laws and policies***

Chaudhary (2016) suggests that laws and regulations direct the activities of organisations and achieving gender equality in the police department would be simple if policies supporting gender equality are put in place and enforced effectively. In addition, promotion practices in HR directorate should be changed to encourage gender equality within the police department. Europol (2016) suggest that these activities, HR rules and processes should be in place to back it up, as well as resources that can efficiently recognise inequalities and disparities and monitor progress.

- ***Gender training***

Marcela, Mazzotta, García, Marcela and Mazzotta (2017) assert that gender equity education is a powerful tool for eradicating gender stereotypes. Additionally, gender equity training in the police force encourages male officers to treat women as co-workers while also emphasising the differences in men and women's safety needs. For example, police departments must increase their knowledge of gender-based violence (as well as their officers' ability to react effectively). Only by recognising and responding to these differences can police work be successful (Marcela et al., 2017).

2.7 Challenges faced by women in the police force



Figure: 2.4 Challenges faced by women in the police force

Source: Own Compilation

- *Stereotype*

Despite current legislative structures, female officers face obstacles that limit their career development opportunities (Woods, 2015, p.132). These problems exist. Prenzler and Sinclair, (2013, p.3) have argued that discrimination is firmly embedded in all aspects of policing. Sexual abuse, male dominance, and gender stereotype are some of the gender dynamics that women face in the police department. According to Khosa (2019, p.93), assigning female officers to stereotypical roles commonly associated with their gender makes it more difficult for their skills to be adequately assessed by their supervisors. Furthermore, it hinders prospects for advancement for female officers because they are discouraged from obtaining experience in the divisions of the police force considered appropriate for promotion.

- ***Leadership experience***

For the superintendent post, women's leadership roles and duties are crucial (Clinch, 2014). According to Hassell et al., 2011 as cited in Wilson, by 2016, p.27) men and women have different leadership styles. People perceive assertiveness differently in men and women. However, assertiveness is essential for women going up the police career ladder because they must gain suitable leadership skills as well as operational experience to rise in high positions within security clusters (Wilson, 2016, p.27).

- ***Role entrapment***

Several obstacles to female police officers and personnel recruitment, retention, and advancement have been established. Dean (2016, p.49) found that female officers who question the hyper-masculine positions that are assigned to them face more alienation and abuse, which is a common justification for not participating in the promotion process. Furthermore, some argue that tokenism is an issue for female officers, contributing to entrapment, stereotyping, and social isolation. Role entrapment, in which female officers are restricted to gender-appropriate positions by male officers, is the most important factor in their lack of advancement (Dean, 2016, p.49).

- ***Administration bias***

According to Skrla (2016), appointments in top posts may be discriminatory, putting one gender or race at a disadvantage. The author went on to say that many males are biased against their female colleagues, even if they lack the qualifications, when it comes to appointing women to supervisory posts in the police force. According to Dunne (2015), administration bias exists in male-dominated police clusters, which has an impact on women's promotion prospects, highlighting the importance of well-established promotion systems that are gender-neutral.

- ***Gender bias***

The gender gap, according to Growe and Montgomery (2015), is one of the reasons why so few women are hired for educational administrative positions. Despite an increase in the number of women and minorities appointed to superintendent positions, women continue to face bias, resulting in a gender disparity. Women face several challenges, including the gender gap. Women who aspire to be in positions of leadership confront challenges and are sometimes

discouraged by them. A female superintendent respondent encountered gender prejudice, according to Polleys (2014): "Women can't make difficult judgements; women can't handle both a family and a career."

- *Absence of female role models*

Khosa (2019, p.97) indicates that a shortage of women in top leadership, or even supervisory roles, poses barriers for female officers in their early careers. They are segregated from informal and formal networks, something that is critical to the community of policing, without the leadership of a female veteran to teach recruits. According to a longitudinal study of barriers to female officers' success and visibility in the field of policing, the absence of female role models exacerbates feelings of isolation (Khosa, 2019, p.97). In addition, promotion to the highest rank remained out of reach due to male superiority, a lack of versatility, and senior male officers' reluctance to recognise women as equals (Sinden, 2017).

- *Lack of policy implementation*

Despite the fact that the Cambodian National Police has an ongoing action plan on gender issues and gender mainstreaming, the women in this study claim that gender training is solely for women. UNODC (2020) states that supervisors should be aware that gender mainstreaming preparation is necessary for both men and women. Similarly, even though the Women's Union of the Lao People's Democratic Republic provides gender mainstreaming training, male officers are underrepresented (UNODC, 2020). Junior female officers proposed that high-ranking men undergo gender equality training in a focus group discussion in the region (Walker, 2015). Meier (2013) also noted that the division between female officers, which is exacerbated by rivalry for promotions or the avoidance of abuse, helps to strengthen the hegemonic setting. Meier states further that female officers who win acceptance from their male colleagues often enrage other women who are seeking relief from abuse and discrimination.

- *Lack of Family and Network support*

Women, on the other hand, have a difficult time finding support from other resources including family, friends, mentors, and other initiatives. Women are still seen as the major care givers for children (Eakle, 2015). According to Staples and Neal (2016), most women follow their spouses' job path. According to the author, it has been noted that a man finds it difficult to follow his

wife's professional path, making it tough for women to transfer to another town when advancement possibilities occur rather than staying in the area where their husbands work. According to Meier (2013), family responsibilities have made it difficult for many women to pursue their aspirations, allowing males to take advantage of opportunities to develop their careers. Women's network organisations are critical for women's advancement in the police force, but a lack of these networks, as seen in many Asian nations, has been a barrier to their success (Eagles, 2016).

- ***Lack of mentorship***

Mentorship and responsible internship placements help women break into top security administration roles and will continue to be important in the future (Logan, 2018). Mentors, according to Berman (2015), are beneficial because they provide career guidance, support, and assistance with job advancement in the police force. Mentors, according to Glass (2014), provide women striving for senior positions with advice, skills, and opportunity. Ramsey (2017) states that in the United States of America, a shortage of mentors in the police system has hampered the advancement of many junior officers into senior positions. Ramsey further claims that senior male officers may readily mentor junior male officers, allowing them to hone the abilities and knowledge needed to hold a senior post.

2.8 Job Promotion and career progression in police force

The rate of promotion of women to middle and senior police ranks is negligible (Prenzler and Sinclair, 2013, p.5). The gender imbalance of leadership roles in MPD is explored in this report. The shortage of sworn female officers makes it difficult for women to advance into higher ranks of law enforcement institutions (Dean, 2016, p.46). Similarly, sexism and gender inequality are directly linked to female police officers' failure to advance up the administrative ladder. Furthermore, despite showing their capacity to perform police duties, female officers appear to be discriminated against and underutilized, with "women's work" such as victim services, public relations, and crime prevention being assigned to them (Dean, 2016, p.46). In today's law enforcement, the promotion of sex-role typecasting in the workplace is a major concern. Promotional hurdles for women continue to exist and appointment, especially to the ranks of commissioned officers (is limited) (Billing, 2011). Women are still under-represented in

specialist positions such as Weapons, Traffic, and Special Forces, despite these positive advancements.

According to Coomaraswamy (2017, p.17), “female police officers assume that if they want to engage in the promotion process, they will face many organisational obstacles (specifically, a lack of experience needed for promotion, as well as opposition from male colleagues within their organisation)”. Walker (2015) recognises that tokenism, family/childcare, and organisational obstacles, including administrative sexism, all played a role in female officers' decision to seek promotion. According to other results in another study by Poleski (2016), the fact that female police officers still have to overcome the unfavourable stereotype may be an impediment to their advancement. As a result, some female police officers allege they are pressured to work harder and, in some circumstances, to pursue more schooling in order to demonstrate their ability when applying for promotions. However, Wilson (2016) believes that it's possible that women who have served in the industry for a long time have built improved coping skills.

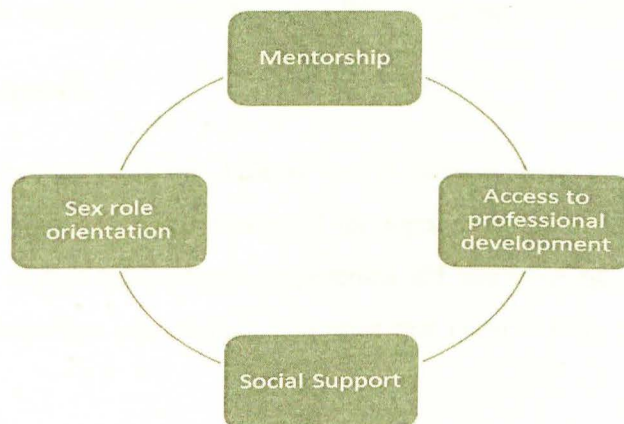
Egnell (2016) found in one study that women in administrative positions did not receive the same mentoring as their male colleagues, which inhibited their development in security sectors. Equally, the unwillingness or outright refusal to provide female officers with mentorship/coaching enables male officers to profit from selective priming and actively establishes organisational barriers that prevent female workers from being retained and promoted. ‘I have been denied training that would allow me to advance if not in my department, then in another,’ one female officer said. However, I've seen the same select few receive special training and promotions' (Egnell, 2016, p.9).

Poleski (2016) found that between 2000 and 2013, the number of female officers in supervisory and command roles in the New York City Police Department (NYPD) increased. Annual modifications in the number of male and female officers, as well as male supervisors and commanders, had no effect on the number of female officers in supervisory and command posts in the NYPD since 2000 (Poleski, 2016). Meier (2013) revealed that training and development programmes as well as equalities legislation has played a crucial role in providing a foundation for women to excel in law enforcement. Working environments and police cultures, on the other hand, continue to discriminate against women, and as a result, female officers remain in the minority and do not rise to senior roles.

Brandl et al. (2018) argue that the constructed hierarchy of male dominance in policing exists at the individual, organisational, and likely community levels, segregating female officers by words, behaviours, and organisational policies. It's important to remember that, whether these practices are carried out intentionally or unintentionally, they have major consequences for female officers. Women and minorities are unable to advance and are forced to accept a subordinate role within the organisation because they are either deliberately omitted or relegated to inferior roles within the security institution (Poleski, 2016).

Promotion in the NAMPOL is based on several factors, according to Section 4 of the Police Act of 1990 (Act 19 of 1990 as amended). Firstly, before promoting a member, the Inspector-General of police must reassure himself or herself that the member is in all respects eligible to hold the higher rank, subject to the requirements of Regulation 5(3), years of service in the police force, vacant post, and member's willingness to accept transfer. The NAMPOL initiated an initiative called the Personal Development Program (PDP), which enables officers to continue their education in a range of fields at different tertiary institutions. When it comes to career development stages across the ranks of the NAMPOL, promotion is necessary. The duty and accountability are decided by the level. Similarly, the member's salary is often determined by his or her rank. This means that a member's pay has a direct effect on his or her performance, and that a member can only progress in rank by promotion, which is largely decided by the Performance Assessment Study.

2.8.1 Ways to advance women in the police force



Source: Own Compilation

Figure 2.5: Ways to advance women in organisations

- *Mentorship*

Meier (2013) asserts that mentorship is an integral aspect of training and socialisation for all police officers, particularly when pursuing supervisory roles, and that this illustrates additional barriers to female promotion in the security sector. Women in supervisory roles are not provided with the same levels or standard of mentorship as male officers in supervisory positions. According to Meier, discriminatory mentoring of male police officers over female police officers is another barrier to promotion, portraying women as unfit not only for safety and security work but also for supervisory positions within the security establishments. Segregation of female police officers from duties and areas of security intervention and peacebuilding that would help them progress, is also a concern (Meier, 2013).

- *Access to professional development*

Gandia (2018) posits that inequitable access to training courses may be an obstacle to women's advancement in security sectors. Further, according to Gandia, difficulty in getting into training courses for health care workers and/or police officers working in remote and rural locations is a big cause of concern. Although both men and women appear to have an equal likelihood of applying for and being accepted into mandatory training courses for promotion, women with both family and career obligations may be less likely to apply if the course has an extended residential component (Gartzia & Van Engen, 2012). While it is true that living away from home for an extended period may be a consideration for women, they may be even less inclined to register for such courses because they are often the primary caregivers.

- *Social support*

Gasztold (2017) suggested that lack of social support from a “significant other” is another obstacle for women in management. Emotional support (sympathetic and compassionate behaviours), as well as instrumental or practical aid, are examples of extra-organisational social support (support person undertaking activities that contribute to task accomplishment, such as childcare).

- ***Sex role orientation***

Historically, police leadership has been viewed as a male-dominated endeavour. The link between leadership and masculinity has shifted slightly in recent years, but only barely. According to studies comparing male and female leaders, there are more similarities than differences, and both genders are equally effective (Khosa, 2019, p.95). When the role they performed was gender coded, however, Egnell (2016) showed that this equality of efficacy evaporated. Male executives performed better in positions that were more masculine in nature. Female executives, on the other hand, performed better in less masculine leadership roles. Given that policing is a masculine gender-typed job, it's reasonable to assume that men managers are viewed to be more effective than female managers. Shejvali (2018) uses self-report and group evaluations to investigate the association between leader emergence and gender position.

2.9 Towards gender representation from other countries

Badruddina et al. (2019, p.223) considered the United Nations' (UN) project "Planet 50-50 by 2030" Its 2030 vision and objective is to equalize women's and men's rights in all aspects of life while respecting gender norms and the natural world. All member countries, in conjunction with UN Women, launched Planet 50-50 by 2030 during the United Nations General Assembly in September 2015 in New York with a campaign to achieve gender equality by the year 2030.

UN Women (2015) revealed that Indonesia was named as one of ten countries ready to achieve "50-50 Planet Gender Equality in 2030". To achieve 50-50 gender equality, Indonesia adopted multiple laws, including that the right of women to be included in decision-making institutions in the executive, legislative, and judicial branches is guaranteed by Article 28 A of the 1945 Constitution. This states that "all citizens are at the same position in law and government and are obliged to uphold the law and government with no exception." Discrimination in jobs and occupational/professional opportunities was discussed in ILO Convention No. 111 (Badruddina et al., 2019)

Tøraasen (2016, p.12) states that Senegal passed a 50/50 gender quota law known as the "Law on Parity" in 2010, which resulted in the number of women being elected rising dramatically. The

number of women in the National Assembly in the subsequent legislative election, rose from 22 percent to 42, 7 percent. Tøraasen (2016, p.12) further asserts that in legislative and municipal elections, this law requires all political parties to appoint an equal number of women and men on party lists and as district candidates in an alternating manner. Hence, parties are not eligible to run for election until they reach gender diversity on their candidate lists. In England, Woods (2015) found that despite persistent hostility to female police officers, equalities legislation was enacted in 1973 in an effort to ensure that women could fully integrate into the police service. The SDG made it illegal to have a distinct women's department, therefore it was eliminated. Since the passage of this Act in 1975, the number of female officers has steadily increased (Woods, 2015).

Ibrahim et al. (2015) reported that in 2015, the Geneva Centre for the DCAF coordinated a mapping study to see how far Mali's security institutions have incorporated gender equality principles. The Malian National Security and Civil Protection Policy (MNSCPP), for example, is a national security law (2010), the NSCIT (October 2010), the NSCPPF (October 20, 2010), the Draft Defence and National Security Bill and the Framework and Military Programming Act for 2015-2019 are further examples. Then at national level several efforts were made including national laws and policies on gender, including The National Gender Policy of Mali 2009-2018, and the related NGPAP 2011-2013, the National gender-sensitive planning and budgeting strategy (2011-2013), the Action plan for United Nations Security Council Resolution 1325, Sexual harassment-specific legislation. In the case of Mali, there are no specific provisions. These laws and policies in Mali were put in place to protect women and to recognise their roles in society, as well as ensuring gender equality in all spheres of society including security sectors (Ibrahim et al., 2015, p.44).

UN Women (2015) Rwanda's National Action Plan to Adopt UN Security Council Resolution 1325 was started in 2010, with the goal of strengthening women's engagement in peace and security at all levels. In 2009, there were just 50 female police commissioned officers, but by 2012, there were 137. Rwanda was the leading contributor of female police officers to UN peacekeeping missions in December 2015, with 114 women, and the third-highest contributor of female military, mission experts, and police personnel in general, with 339 women, trailing

Ethiopia and South Africa (UN, 2016). With the use of UN Women's technology, Rwandan police officers have improved their data management and reporting capacities (UN, 2016).

2.10 Frameworks and policies

The following frameworks and policies up to national level are highlighted from an international perspective.

2.10.1 International frameworks

According to the UNSC (2015), a concerted international initiative is underway to reduce the effect of violence on women and to establish more representative and inclusive peace and security mechanisms and processes. The UNSC passed Resolutions 1325 (2000), 1820 (2008), 1888 (2009), 1889 (2009), 1960 (2010), 2106 (2013), 2122 (2013), 2242 (2015) and 1960 (2010) in this regard. The UNSDGs, which were adopted in 2015, add to the strength of these resolutions and recommendations. Goal 16 invites UN members to work together to create more equitable, peaceful, and inclusive societies, whereas Goal 5 emphasises that "gender equality is not only a fundamental human right, but also a critical cornerstone for a peaceful, successful, and sustainable society" (UNSCR, 2015 and UN, 2016). As a result, the architecture of continental, regional, and national Women, Peace and Security structures is informed by the International Legal and Policy Frameworks. In addition, the UN Universal Declaration of Human Rights (1948), and the UN Convention on the Elimination of All Types of Discrimination Against Women are examples of international attempts to include women (1979). The UN Declaration on the Elimination of Violence against Women (1993), the Beijing Declaration and Platform for Action (1995) and UNSCR on Women (UNSC, 2015) are further examples.

2.10.2 African frameworks

The AU's Protocol on the Rights of Women to the African Charter on Human and Peoples' Rights (the Maputo Protocol) (2003), the Solemn Declaration on Gender Equality in Africa (2004), the Common Defence and Security Policy (2004), the AU Gender Policy (2009), the AU Policy Framework on Security Sector Reform (2013) and Agenda 2063 (2015) all speak to the need for increased participation of women in peace and security. The AU's efforts to address the

issue of women's peace and security in Africa include the creation of a Gender, Peace and Security Programme (2015-2020), the establishment of an African Women's Mediation Network, and the development of a Continental Results Framework. Article 4 (I) of the AU's Constitutive Act (2001) all identify gender equality as one of the organisation's goals. The AU emphasises the importance of gender equity in its AU Strategy for Gender Equality and Women's Empowerment (2018-2028). According to the AU Commission's Chairperson, Africa's future is inextricably related to its members' willingness to fully harness the enormous potential that women have (Egnell, 2016). The AU describes gender equality as "the absence of discrimination on the basis of a person's gender in opportunities, the distribution of resources or benefits, or in access to services" (Ibrahim et al., 2015).

2.10.3 Regional framework, plans and policies on gender role

The following frameworks and policies are viewed from the regional perspective about gender roles in peace and security, with specific emphasise on women, peace and security.

2.10.3.1 Economic Community of West African States (ECOWAS)

Egnell (2016) emphasises that the regional board encouraged its member states to adopt the National Action Plans for the Implementation of UNSCR 1325 on Women, Peace, and Security. The countries mentioned below are ECOWAS member states that had formed NAPs. As of February 2016, Côte d'Ivoire, 2008 Burkina Faso, Togo, Mali, and Ghana, in 2012 Guinea, Liberia, Nigeria, in 2013 Sierra Leone, Guinea Bissau, Gambia, and Senegal, in 2010 Gambia and Senegal in 2011. In addition, Article 63 encourages member states to recognise, evaluate, and resolve barriers that prevent women from contributing fully to regional growth, including through regional cooperation (Egnell, 2016).

The Economic Community Policy Frameworks includes an extensive section on Women, Peace, and Security (articles 81-84) that calls on ECOWAS and its member states to increase women's representation in senior positions dealing with peace and security issues, as well as to improve women's organisations' capacity and role (Egnell, 2016). Gender mainstreaming and SSRG are discussed in Articles 61 and 62. Moreover, Article 61 lays out clear goals for national SSRG programs in order to ensure their long-term viability and compliance with gender equality standards, while article 62 urges member states to enact national action plans to incorporate

UNSCRs 1325, 1820, 1882, 1888, and 1960 (Ibrahim et al., 2015, Egnell, 2016 and Shikomba, 2018).

2.10.3.2 Southern Africa Development Community (SADC) frameworks

UNSCR 1325 is referred to in Article 28 of the SADC Protocol on Gender and Development. It urges states parties to "take steps to ensure that women are fairly represented and included in important decision-making roles in conflict resolution and peacebuilding, as required by UNSCR 1325." "During periods of armed and other types of conflict, State Parties adopt adequate measures to avoid and eradicate incidents of human rights violations, particularly of women and children". Furthermore, "to ensure that perpetrators of such abuses are prosecuted in a court of competent jurisdiction." The SADC established a Regional Strategy on Women, Peace, and Security in June 2017 (Shikomba, 2018, p.4). All SADC nations are urged to adhere to UNSCR 1325's goals and establish NAPs as part of this strategy.

2.11 Namibia gender equality acts, frameworks, plans and networks

Iileka and Imene-Chanduru (2020) state that Namibia has consistently promoted gender equality over the last three decades, including by enacting legislation and policies that provide men and women with equal chances. Gender-focused initiatives and understanding have also made strides in national planning and budgeting, as well as preparation for policymakers and support for women in decision-making roles and political leadership in general. Namibia has made bold decisions, such as the introduction of a gender quota by the ruling political party, which has now become the standard in national politics, resulting in 47 percent female representation in the national parliament (Iileka and Imene-Chanduru, 2020).

At the 3rd Ordinary Session of the Assembly of Heads of States and Government in Addis Ababa, Ethiopia, the Namibian government agreed to implement the AU Solemn Declaration on Gender Equality in Africa (Legal Assistance, 2017). The aim of adopting this Declaration was to join forces with other African countries to achieve gender equality on the continent. A review of Namibia's national gender policy for the period 2010-2020 reveals the following objectives: to eliminate all negative economic, social, and political policies, as well as cultural and religious practices, that obstruct gender equality and justice; to mainstream gender in all sectors of

development; and to promote long-term equity, equality, and empowerment for women and men (MGECW, 2019).

Namibia ratified the CEDAW in 1992, the Optional Protocol to the CEDAW in 2000, and the Protocol to the African Charter on Human and Peoples' Rights on Women's Rights in Africa in 2004 (Gender Links, 2012, p.12). Namibia has also signed and ratified the SADC Gender and Development Protocol (African Commission on Human and Peoples' Rights, 2013). Namibia has also adopted several new policy initiatives, such as an update to the National Gender Policy, the establishment of Vision 2030, and the third National Development Plan (CEDAW, 2013).

2.11.1 UNSCR 1325 National Action Plan

A country's strategy or plan for implementing UNSCR 1325 and other UN resolutions on the Women, Peace, and Security agenda should be in place. The Windhoek Declaration on Mainstreaming a Gender Perspective in Multidimensional Peace Support Operations was issued in response to UN Security Council Resolution 1325 (2000) (NNAP, 2019, Iileka & Imene-Chanduru, 2020). This was adopted on May 31 2000 and reflects an increasing recognition in the Beijing Peace Accords, of the role of women in peace and security. The international community acknowledged and agreed that women's participation in peace processes is critical to achieving long-term peace and security by adopting UNSCR 1325. Iileka and Imene-Chanduru (2020) emphasised further that Namibia opened the International Women's Peace Centre in Windhoek on October 31, 2020, to commemorate the 20th anniversary of the adoption of UNSC Resolution 1325 and to continue the contribution of women to peace and security. The Centre is a world-class centre for mediation and dispute resolution, with a mission to empower women and develop skills that will benefit humanity's future (Iileka & Imene Chanduru, 2020).

2.11.2 Namibia National Plan of Action (NNPA)

According to this Namibia Plan of Action, the strategy is based on UNSCR 1325's four pillars: engagement, prevention, security, and relief and recovery, which have been adapted to the national context (NNAP, 2019). It examines women as offenders and victims in both war and non-conflict situations. The NAP's overall goal is for Namibia to be a safe and prosperous society where all women, men, children, and boys have equal rights and can live without fear or desire. The NAP places a high focus on promoting the full enjoyment of women's and children's

human rights, as well as gender equality as essential components in preventing violence against women and children in times of peace. Establishing a climate that encourages women to participate, empowering women through education and ongoing capacity building and training, institutionalizing frameworks to protect women from violence, and collaborating with continental and international intergovernmental organisations and development partners will all be part of this effort (NNAP, 2019).

2.11.3 Namibia National Gender Policy

The National Gender Policy (2010-2020) indicates that the National Gender Policy was introduced by the Namibian government in 1997 with the goal of redressing gender inequality. In accordance with the BPA sensitive areas, the policy defines ten critical areas of concern, which will be addressed in part two. It includes realistic and forward-looking recommendations and methods for implementing, tracking, and evaluating the constitutional requirements for gender equality, as well as a vision for improving women's living conditions. Additionally, the NGPA was created to assist in its implementation. The National Gender Plan of Action, approved by Cabinet in 1998, is an action plan aimed at hastening the implementation of the National Gender Policy (MGECW, 2019).

2.11.4 National Development Plan 5 (NDP5)

NDP5 Namibia has developed strategies to ensure gender equality in all spheres, including human capacity of service providers. Furthermore, this will improve financial and human capacity (police, justice, security, and education) of service providers for integrated prevention, protection, and response services for victims of Gender Based Violence (GBV), human trafficking, and violence. It will enact legislation ensuring the rights of women and children that are in accordance with international standards. It will “mainstream” gender in all sectors legislation, programmes and the budgets of Organisations, Ministries and Agencies and ensure the availability of gender disaggregated data to inform planning budgeting and policy. This framework shows that it supports all women including those in the police force to be protected and have equal rights (NDP5).

2.11.5 Namibia Vision 2030

Vision 2030 requires that Gender equality is one of the guiding forces in pursuing their goal of sustainable growth (Policy Framework for Long-term Development, 2004) by developing an atmosphere that promotes gender equity and collaboration as a means of achieving economic growth and social harmony. This is the nature of cooperation. The vision 2030's main goal is to make Namibia an equal, gender-responsive, compassionate, and committed country where everyone can achieve their greatest potential in a safe and decent living environment. In Namibia, the vision entails equal opportunities for men and women in both the public and commercial sectors (The Republic of Namibia, 2004). This framework also supports equal representation of men and women including in the police force that women should also occupy higher offices.

2.11.6 Namibian Police Women's Network

In 2009, the network was established with the purpose of fighting for women's empowerment and equal pay in the workplace. Similarly, the women's network attempted to address maltreatment of women and children, as well as violence against women, and to empower women to participate in national development. The network is currently lobbying for an equal employment rate in the police force, a higher number of women serving on UN peacekeeping missions, and a higher number of women enrolling in police training schools around the country (NPWP, 2019).

2.11.7 Women's Action for Development (WAD)

WAD is a non-profit, non-partisan NGO located in Namibia that has been operating since 1994. WAD has a two-pronged approach to rural women and men's empowerment: socioeconomic and socio-political. Since its inception, the Konrad-Adenauer-Stiftung has been the primary sponsor of the organisation, which operates in all 14 regions of the country. The network is sponsored by NGOs, financial institutions, and European companies (WAD, 2015). This organisation empowers women in the police force not to look down upon themselves and also the up-liftment of women in rural and work settings thus women in the police force should get promotion as men.

2.11.8 Southern African Regional Police Cooperation Organisation (SARPCO)

The creation of a SARPPCO Female Police Gender Advisors/Mentors Course is part of a long-term strategy to strengthen regional capability for involvement in UN and/or AU peacekeeping missions. The idea is to help fulfil the goals outlined in UN Security Council Resolution 1325 (2000) on Women, Peace, and Security (WPS). Increased engagement of women in peacekeeping, as well as the protection, prevention, and empowerment of vulnerable people, particularly women and men, as well as boys and girls, are essential objectives of this focus (Dissel and Tait, 2011). At the regional level, the 17th Annual General Meeting of the SARPCO in 2012 recognized in Resolution 7, the need for gender and mentoring training and capacity building programs (Aboagye, 2012).

2.12 Empirical studies

Nigeria: Anzam (2015) indicated that in the police department, there is a continuous shortage of women in key leadership roles. Despite significant career progression, studies show that women still face challenges in advancing to senior leadership positions, especially in gendered organisations. The study lays out a conceptual framework, arguing that policewomen strategically use promotion strategies such as mentoring, networking, and sponsoring. This, in turn, is expected to serve as the foundation for future research into the framework's validity.

South Africa: Khosa (2019) provided a study report which examined the inclusion of women in leadership positions in police services around the MPDs. The transformative approach was used to examine participants' views and perspectives on gender equality, as well as women's promotion to leadership roles in MPDs. Furthermore, the data was examined using Atlas.ti software. Community, stereotypes, and physical health were all established as obstacles to women taking leadership roles, according to the results. Similarly, sexual and verbal abuse, bullying, workplace discrimination against female officers, and non-compliance with policies and procedures were among the challenges faced. According to the participants, MPDs in South Africa should assess their human resource procedures and policies in order to ensure a healthy and effective work environment for all employees.

United Kingdom: Wilson (2016) stated that the aim of conducting a phenomenological study was to explain and recognise female police officers' attitudes and lived experiences, as well as the effect those experiences had on their careers. The purposive study, which included 8 full-time female police officers, was made up of female participants from three police departments. Feminist philosophy aided in the clarification of the women's experiences' constructed meanings. According to the findings, all the women entered law enforcement and stayed for the same reasons that they believed the male officers in their units did. The participants also stated that the perceived intentional social barriers had no effect on the work satisfaction of female police officers. This research leads to social change by raising awareness of women in law enforcement's current status, issues, and achievements.

United States: Prenzler and Sinclair (2013, p.7) reported that the United States has a complex law enforcement system. The Federal Bureau of Investigation (FBI) reports on 'Law Enforcement Officers' in the annual Uniform Crime Reports, beginning at the national level. For all sworn officers (no ranks), male and female statistics are reported mainly by city size and state. Furthermore, the data shown dates from the FBI's website in 1995, when the FBI reported data from 13,052 police departments. Female officers made up 9.8 percent of the 586,756 sworn officers (approximately 57,500). Women officers were estimated to be up to 15.6 percent in larger cities, while 5.4 percent were reported in smaller cities (FBI, 1996 as cited in Prenzler & Sinclair, 2013, p.7). Only full-time employees were included in the most recent results, which dated from 2012. There were 705,009 officers spread across 14,744 departments, with women accounting for up to 11.8 percent (estimated at 83,200) (FBI, 2011 as cited in Prenzler & Sinclair, 2013, p.7). Most small cities and some 'nonmetropolitan areas' have the lowest numbers of female police, as low as 18.1 percent. Although female officers in local police forces have risen slowly but gradually (from 7.6 percent in 1987 to 12.0 percent in 2008), there has been a small decline in state police departments (including the Highway Patrol) in recent years (from 6.7 percent in 2003 to 6.5 percent in 2007).

Canada: In Police Services in Canada, Statistics Canada publishes an annual report on a variety of aspects of gender in policing (Home Office, 2019, p.13). The report indicates male and female numbers were registered for approximately 156 local, regional, and national agencies in 2017, across all ranks and time periods. Moreover, female officers rose from 0.6 percent (190 out of

30,146) in 1965 to 19.6 percent (13,605 out of 69,438) in 2016 (Statistics Canada, 2017 as cited in Home Office, 2019). The overall number of female officers registered at the provincial level for 2017 varied significantly, with the highest proportion at 23.7 percent in Quebec and the lowest at 12.3 percent in the Yukon. From 1986 to 2017, the proportion of female officers at two ranks levels increased, according to the report of Home Office. In 1986, women made up 0.2 percent of 'Senior Officers,' compared to 9.5 percent in 2017; and 0.5 percent of 'Non-commissioned officers,' compared to 15.8 percent in 2017 (Home Office, 2019, p.13) has established.

2.13 Conclusion

The literature on gender roles in the police force and their contribution to peace and security was presented in this chapter. The chapter discussed the role of women in peace and security, gender discrimination in the police force, and other countries' strategies for achieving fair gender representation. The chapter also addressed frameworks and laws implemented at the international, state, and local levels that promote equality. The chapter then went on to discuss a few empirical findings on gender equality.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the study's research methodology, beginning with the research paradigm, design, and strategy, as well as the data-collection and data-analysis procedures employed to carry out the research. In addition, a summary of the research philosophy is offered, with a focus on the transformative standard that underpins this work. As a result, a qualitative case study was thought to be the best research approach for this study in order to understand the problem of gender underrepresented in leadership positions (positions of influence). This chapter discusses the demographic and sampling method, data collection instrument, data gathering protocol, and analysis used in this study.

3.2 Research Methodology

According to Creswell (2013) the research methodology is a well-thought-out, methodical plan for conducting a research project. The study was qualitative in nature and all methods used in this study followed the qualitative method. The study paradigm, design, strategy, methodologies, research population and sampling strategy, and data collection and analysis methods are all part of this process (Babbie & Mouton, 2010). The following sub-headings illustrate the methodology of the study.

3.2.1 Research paradigm

The qualitative approach was deemed appropriate for this research as this research was exploring the gender roles in peace and security and gender representation in NAMPOL's top management cadre. Thus, there was a need to give descriptions and explanations of these gender roles in maintaining peace and security in Namibia. The other two approaches, quantitative and a mixed approach were not appropriate for this research as there were no quantitative measures on the objectives of the research. However, they are briefly explained hereunder for the purpose of better understanding the choice of the research method.

Shorten and Smith (2016) state that mixed methods can be used to better analyse connections or contradictions between qualitative and quantitative data, as well as to give participants a voice and allow them to share their experiences during the study process. Mixed methods research also encourages alternative routes of investigation, which enriches the evidence and allows for more in-depth answers to questions. Sozpsychol (2017) revealed that a mixed-methods approach has benefits that compensate for both quantitative and qualitative research's flaws. For example, quantitative research fails to recognise the context or environment in which individuals act, whereas qualitative research compensates for this deficiency. Qualitative research, on the other hand, is seen as inadequate due to the researcher's proclivity for skewed interpretations and the difficulty of generalising findings to a large population. Quantitative analysis does not have these weaknesses. As a result, the limitations of one method can be compensated for by the strengths of the other by integrating the characteristics of both approaches.

This approach was deemed not fitting in this research as a combination of qualitative and quantitative approach was not possible as this research sought to express participants experience and knowledge in words rather than a combination of words and numbers. Babbie and Earl (2015) concluded that quantitative approaches place a premium on objective measurements and statistical, mathematical, or numerical analysis of data acquired through polls, questionnaires, and surveys, as well as modifying pre-existing statistical data using computational tools. The goal of quantitative analysis is to gather numerical data and generalise it across groups of individuals or to characterise a specific occurrence.

Bhandari (2020) states that statistical strategies for collecting quantitative data from a study sample are commonly utilised in the social sciences to conduct quantitative outcome research. Using this study method, statisticians and researchers utilise statistical frameworks and hypotheses connected to the number in question. The goal of quantitative analytic methodologies is to collect numerical data from a group of individuals and then generalise the findings to a broader group of people in order to explain a phenomenon Bhatia (2018). Quantitative analysis is generally used when researchers require objective, conclusive answers. This approach was not appropriate for this research as the objectives of the research needed a qualitative approach to be fully achieved and met. Statistical descriptions were deemed not

necessary in this research as they would not have added value to the research but would have resulted in incorrect conclusions.

McLeod (2018) indicated that qualitative research is the process of collecting, analysing, and interpreting non-numerical data, such as language. Qualitative research, according to Crossman (2020), can be used to learn how a person subjectively perceives and interprets their social environment. Qualitative research also entails acquiring and interpreting non-numerical data to better comprehend ideas, opinions, or impressions (text, video, or audio). It can be utilised to learn more about a topic or to come up with new research ideas (Bhandari, 2020).

Hammarberg, Kirkman and Lacey (2016) assert that one of qualitative research's benefits is its ability to include extensive textual accounts of how people view a specific study problem. It also provides information on the "human" aspect of a problem, including people's frequently contradictory behaviours, values, thoughts, feelings, and connections. Qualitative approaches can be used to identify intangible elements such as societal norms, socioeconomic status, gender roles, race, and faith that may not be clearly apparent in the study question (Hammarberg et al., 2016).

Qualitative research involves collecting and analysing non-numerical data (e.g., text, video, or audio) to understand concepts, opinions, or experiences. It can be used to gather in-depth insights into a problem or generate new ideas for research (Neuman, 2007). Qualitative researchers often consider themselves "instruments" in research because all observations, interpretations and analyses are filtered through their own personal lens (Bhandari, 2017). A good example of a qualitative research method would be unstructured interviews which generate qualitative data through the use of open questions. This allows the respondent to talk in some depth, choosing their own words. This helps the researcher develop a real sense of a person's understanding of a situation Denzin and Lincoln (1994, p. 14).

A qualitative research methodology was the best method for collecting relevant and reliable data that could be used to support the purpose of this study. Hence the researcher adopted the qualitative research approach as it deemed valuable because it allowed for a more in-depth examination of particular topics and allowed the researcher to capture the respondents inside viewpoints by asking wide open-ended questions. To explain and understand the role of gender

representation in achieving peace and security at NAMPOL, the researcher used a phenomenological approach. Phenomenology, according to Creswell (2013), is a qualitative research methodology that focuses on a group of people's shared experiences. As a result, the approach's primary purpose is to arrive at a description of the nature of the occurrence in question.

3.2.2 Research design

A research design is a strategy that outlines the situation as well as the procedures for gathering and analysing data (McMillan & Schumacher, 2010). Research design, on the other hand, is defined as "procedures for collecting, analysing, interpreting, and reporting data in research investigations" (Creswell & Clark 2007, as cited by Bhandari, 2020, p.14). It's a big-picture approach to connecting conceptual research questions to relevant (and achievable) empirical study. To put it another way, the study design outlines how the necessary data will be collected and analysed, as well as how the research objectives will be met.

An exploratory research design was used in this analysis. Hammarberg et al. (2016) describe exploratory research design as research undertaken to obtain new perspectives, explore new ideas, and increase awareness of the phenomenon. Exploratory research is concerned with gathering secondary or primary data and evaluating it utilising unstructured formal or informal methods. The study explored the reasons and causes of female officers' underrepresentation at top management cadre in NAMPOL.

3.2.3 Research strategy

A case study strategy was seen as appropriate for this study. Crowe et al. (2011) emphasis that when the researcher needs to elicit and get a thorough awareness of the current state of the topic, problem, event, or phenomenon of interest in a real-life setting, the case study strategy is especially useful. Moreover, a case study strategy provides insight into a specific problem at the institution, culture, and unusual events. Therefore, in this study, a case study strategy was appropriate as it focused on the role played by gender representation in effectuating peace and security. The study focused on one institution which is NAMPOL, and provides an insight pertaining to underrepresentation of female officers among top management cadre.

3.2.4 Population of the study

Babbie and Mouton (2010) have also defined a population as a collection of elements from which a sample is taken or targeted. The study's target population was 200 NAMPOL commissioned officers ranging in rank from Chief Inspector to Inspector General. The entire NAMPOL management cadre, as well as other commissioned officers outside the management cadre, were included in the research population.

3.2.4.1 Inclusion criteria

According to Rees (2017, p.39), inclusion criteria are “the characteristics we want our sample to possess”. Hence the participants who were included in this study, are those that were willing to participate and with 10 years of service and more in NAMPOL. Seventy (70) percent of the study participants were women and thirty (30) percent were men.

3.2.5 Sampling

According to Trochim (2020) sampling is a process of picking units (individuals or organizations) from a population of interest in order for the researcher(s) to properly generalise the findings back to the population from which they were picked.

3.2.5.1 Sampling criteria

Sampling entails finding participants who are informed and experienced about the phenomenon. These participants are usually available and willing to take part in the study. They can also articulate, express, and thoughtfully convey their experiences and opinions (Creswell, 2013). According to Mitchell and Jolley (2004 as cited by Khosa, 2019, p.77) a sample is chosen from a group of people, and these people have similarities in many aspects or who poses at least one similar characteristic.

The participants were selected based on their position and length of service in the NAMPOL. The researcher sent an email to 50 commissioned officers (female and male), leaders stationed at five RPHQ namely Khomas region, Oshikoto region, Kavango East region, Ohangwena region, Oshana region and at NPHQ, inviting them to participate in the study. 70 percent of the participants were female commissioned officers who had served in leadership positions (positions of influence) for at least 10 years, and 30 percent were male commissioned officers

who had served in leadership positions (positions of influence) for at least 10 years. This study excluded participants who were not willing to assist in the research for various reasons, some personal and some due to other work commitments during the time the data collection was being taking place. It also excluded participants who had no knowledge on the subject matter being studied.

3.2.5.2 Sample size

The sample size was 50 commissioned officers from the targeted population. The sampling units consisted of 20 Chief Inspectors (Head of Sub-divisions), 16 Deputy Commissioners (Head of 1st Division and divisions), 12 Commissioners (Regional Commanders and Head of Directorates), and 2 Deputy Inspectors General (Head of Operations and Administrations). A purposive sampling procedure was used to select participants, with women accounting for 70 percent of the total.

Table 3.1 Sample Size

Police Ranks	Sample Size
Chief Inspectors (Head of Sub-divisions)	20
Deputy Commissioners (Head of 1 st Division and Divisions)	16
Commissioners (Regional Commanders and Head of Directorates)	12
Deputy Inspector General	2
Total sample size	50

3.2.5.3 Sampling technique

The researcher employed a purposive sampling strategy in this analysis. In qualitative research, to choose and identify information-rich cases relevant to the phenomenon of interest, purposeful sampling is commonly used (Creswell & Clark, 2011). This method of sampling entails identifying people who are informed and experienced about the phenomenon. The researcher deliberately and purposively decided on the participants to be included in the study. Criminal justice researchers should avoid and disassociate their study

from random participants, and it is often important to choose research participants with a specific goal in mind (Olutola, 2014). Thus, in this research the participants were senior leaders of NAMPOL, occupying the positions of influence in the top management cadre of NAMPOL. In addition, senior leaders in five selected regions, Khomas region, Oshikoto region, Kavango East region, Ohangwena region and Oshana region were selected to be part of the study.

3.2.6 Data sources

Mohajan (2016) defines data as raw facts that have not been collected, structured, or analysed, and as a result, they have no meaning and are of little value to managers and decision-makers. They are un-interpreted materials upon which a definition is to be built, and they rely on evidence that may or may not be considered genuine or exist. Mohajan (2016) further state that data are titbits of information in the form of text or statistics (sequences of numbers, letters, and pictures). They have no sense in and of themselves.

A collection of "discrete purpose data about events" is used to identify them. They are usually standardised, but they lack any details that would enable them to be used in a specific situation (Mohajan 2016). The analysis in this study used both primary and secondary data. To gather data, the researcher may use a primary source (the researcher is the first to obtain the data) or a secondary source (the researcher is not the first to obtain the data). In this case the researcher obtains the data that has already been collected by other sources, such as data disseminated in a scientific journal (Mesly, 2015).

3.2.6.1 Primary data

Dean (2016) claims that the term "primary data" refers to data that is obtained for the first time and hence is unique in nature. This knowledge is in the form of raw material. Direct data collection increases data reliability. Primary data may be used to uncover hidden knowledge. This study used telephone interviews and semi-structured open-ended scheduled interviews to collect primary data from the research participants.

3.2.6.2 Secondary data

Dean (2016) indicates that secondary data is the information someone else has already obtained. This information and has gone through a statistical process or been analysed by someone else. Dean further states that it is data that has been gathered and used for a certain purpose, whether it has been written or not. This data can be handled easily. The time and expense balance are preserved (Dean, 2016). In this study, various documents were collected such as police annual reports, minutes of meetings, workshop summaries, press statements, and parliamentary debate records.

3.2.7 Research instrument

Within the qualitative method of data collecting, the researcher used instruments and techniques with purposefully selected participants. A semi-structured open-ended interview schedule was used.

3.2.7.1 Interviews

In qualitative research, researchers conduct interviews when they ask one or more participants questions and record their responses. Interviews are particularly effective for learning the history of a participant's experiences and gaining in-depth knowledge on a topic (Babbie & Mouton, 2010, p.277). There are various types of interviews such as face to face interview with the respondent, telephone interviews and email interviews. This study chose email interview as it was seen to be convenient to participants. The email interviews enabled the participants to answer questions in parts when they were free from work duties; this enabled the researcher to probe for more information on particular questions. Thus it enabled the researcher to gather rich data during collection process. The exchange of emails was ideal as many participants were comfortable to communicate using the medium.

3.2.7.1.1 Email interviews

According Ratislavová and Ratislav (2014, p.452) an email interview is a qualitative research approach in which information is exchanged online between the researcher and the participant on a regular basis over a set period of time. Unlike in-person interviews, participants can

answer to email interview prompts at their leisure and at a time that is convenient for them alone (Gibson, 2014 as cited in Hawkins, 2018, p.494). Aside from the obvious benefit of ease, the asynchronous nature of email interviews gives participants more control over their level of participation. In comparison to traditional synchronous interviews, the participant decides the amount of time spent in the interview and has more control of their own level of participation which provides an ethical advantage (Hawkins, 2018, p.495). Email interviews were deemed appropriate for the following reasons. First, due to the corona virus pandemic, most officers were comfortable with answering interview questions without having to meet the researcher as it did not put anyone at risk to the virus. Secondly, some senior officers of NAMPOL, who were respondents in this study, found that an email interview was convenient to them. Due to their busy schedules they were able to complete the interview questions during their spare time. Thirdly, due to distance barriers of some respondents, it was appropriate to conduct email interviews to cut budgetary cost.

Email interviews helped to gain more information from respondents as they were free to give more information and were relaxed in their comfort zones without prejudices. Furthermore, an interview guide (see Appendix 1) with a semi-structured open-ended interview schedule was used to give guidance to the researcher during the interview. The interview questions were derived from the research objectives of the study. Riessman (1993 as cited in Khosa, 2019, p.78) proposes developing a guide for interviews, comprising broad questions that cover the topic, along with follow-up questions that delve deeper into the content if the participants' answers are superficial.

3.2.8 Research procedure

Before conducting this study, the researcher waited to receive approval from the NAMPOL via the Inspector General's office. Participants were chosen using a purposive sampling technique after they were approved. The researcher sent an email to 50 research participants at 5 RPHQ which were: Khomas region, Oshikoto region, Kavango East region, Ohangwena region and Oshana region as well as at NPHQ inviting them to participate in the study.

A contact list was obtained from NPHQ which made it easier to get hold of the respondents. The researcher called respondents to find out how comfortable they were in the way the

interview should be conducted, and most of them wanted to be sent interview questions, which they could answer at their leisure, and then return the answers. The researcher had to obtain respondents' personal email addresses and then send interview questions to them. Respondents returned their answers to the interview questions by email, and some of the respondents were contacted via telephone to explain some of the responses given, to avoid misinterpretation. Respondents who did not return their interview replies as promised were issued reminders via email, reminding them of the pending response to the interview questions. The researcher was able to achieve an 80% response rate because of this.

3.2.9 Data transcription

The data was transcribed in text which made it easier for analysis. The data sent by participants was already in text format which made it easy to copy and paste it into word documents. After reading through the responses of the respondents, an edited transcription method was employed to filter out irrelevant sentences. When data was converted to a readable text-based format and matched to interview questions the data was then ready for analysis.

3.2.10 Data analysis

According to Thorne (1997), as cited by Shikomba, (2018, p.36) data analysis is an intentional step in interpreting data obtained by transforming raw data into a processed form of data using specified methodologies. With the help of Atlas.ti 7.5 software, thematic analysis was used to analyse data collected from the field study. Editing, organising, and summarising data collected from the instruments was part of the process, and the information was interpreted in a clear and logical way for readers to make informed decisions about the study at the end.

3.2.10.1 Thematic analysis

According to Vaismoradi and Snelgrove (2019) thematic analysis is a form of qualitative analysis. It is used to look for classifications and recognise themes (patterns) in the data. It presents the data in detail and employs interpretations to address a variety of issues. For any

research that tries to find patterns through interpretations, thematic analysis is believed to be the ideal strategy. It provides a logical framework for data analysis. It allows the researcher to connect a frequency analysis of a theme to a content analysis of all the content (Vaismoradi & Snelgrove 2019). Thematic analysis was used in this study to extract themes from data collected through telephone interviews and open-ended interview guide responses sent by participants via email. Themes emerged of causes of women underrepresentation at management level as well as promotional barriers at NAMPOL.

3.2.11 Reliability and validity

According to De Vos et al. (2011, p.348), reliability is the term used to describe the instrument's precision and accuracy. When employed on a similar group of people in the same situation, the instrument should generate similar results. The researcher ensured that there was accurate and careful phrasing of each question to avoid ambiguity, and leading participants of the study to a particular answer or opinion ensured the reliability of the interview guide used for the study. The purpose of the interview was explained to the participants, as well as the importance of answering the questions honestly. This ensured that the result of the study was a true reflection of the status at NAMPOL. This helped to ensure validity of the information given by respondents. NAMPOL reports and other documents helped in cross checking information given to ensure that it corresponded to what has been stated in their reports.

3.2.11.1 Validity

The researcher had to ensure that the methodology to answer the research question was appropriate to ensure the validity of this study, that the methodology design was valid, that the samples and the data analysis were suitable, and that the results and conclusions were finally valid for the sample and the context. To ensure the researcher's integrity in collecting respondents' actual answers, the researcher had to explain some of the questions during the interview so that respondents could fully grasp the question and have a relevant response. The inclusion of both genders in the study ensured the study's authenticity by including diverse perspectives. The researcher to ensure internal validity had to vigorously check all methods of

data collection that they are coherent to the study hence ensuring validity of the study. In ensuring trustworthiness of results the researcher indicated all changes made in the methods used and how they were used in the data collection process.

3.2.12 Research ethics

The researcher understood that the study's findings are only valid if it follows strict ethical guidelines. With this in mind, the researcher did not gather data until the University of Namibia ethical clearance board gave him permission. The researcher also obtained clearance permission from NAMPOL through the Inspector-general's office to conduct the study. Privacy, legality, human subject protection, and confidentiality were among the ethical values and principles that the researcher advocated during the study.

Beneficence principle: throughout the interview, respect for the participant's priorities and the study goals was negotiated. Despite the interview guidance, the researcher endeavoured to recognise when it was improper to explore further, as the harm to a person's emotional well-being might outweigh the prospect of obtaining rich data (Cresswell, 2013).

Respect for human rights: The researcher respected all individuals deemed to be study respondents and adequate research information was provided and all respondents were given a choice to make informed decisions about whether or not to participate in the research. Participants were also advised that they had the option to leave the interview at any time if they felt an emotional discomfort while conducting the interview. The researcher found that this study did not involve any disappointment, and the researcher committed himself to being honest with the participants during the study (Burns & Grove, 2016).

Informed consent principle: The participants at NAMPOL were able to understand the researchers' information concerning the study, and the researcher ensured that participants had the power to choose and to voluntarily consent to participate in the research or to decline their participation. The study's goals were explained to the participants, and they gave their informed consent. Members were continually reminded of their right to review the first agreement (Process-informed consent).

Confidentiality principle: According to Burns and Grove (2016, p.201), the researcher's management of private information given by study participants is confidential. The information obtained from NAMPOL participants was not shared with others or accessed by someone other than the researcher, and it could not be shared without the consent of the study participants. The researcher has secured, ensured, and shielded the data from unauthorized access or manipulation, and the analysis data has been retained and made available only to the researcher.

Anonymity principle: Data was also kept safe by locking it away in a secure location with the intention of destroying it in accordance with university policies. During the data collection process, revealing materials such as participant identities were removed to ensure and safeguard that no unauthorised disclosure of the respondents' names occurred. To maintain anonymity, participants' identities were protected by revealing their names neither by providing study results nor by including identifying information that could reveal their identity. , such as the police station they belong to, personal characteristics, and rank at their police station or unit.

3.3 Conclusion

This chapter presented the research paradigm, design, and strategy which the study incorporated in the methodology. The chapter then highlighted the population, sampling, data sources and research instruments used in the study. Then the chapter, further presented research procedure, research analysis, reliability, and research ethics.

CHAPTER FOUR

DATA PRESENTATION

4.1 Introduction

This chapter presents data gathered during the research and presents findings that were gathered through email interviews. This data was then analysed using thematic analysis with the assistance of Atlas ti 7.5 software. This resulted in the raw data being separated into themes and then translated into the information presented in this chapter. The purpose of this study was to investigate gender roles in peace and security, specifically the case of gender representation in the NAMPOL management cadre. The study was qualitative in nature, because the study was focused on gathering perceptions of most women in the NAMPOL and a few male officers. The demographical data of participants was presented followed by qualitative findings from the study.

4.2 Data presentation

A sample of 40 participants was successfully obtained through email interviews performed by the researcher, with an 80% response rate. This response rate was achieved after the researcher made several efforts, including rescheduling appointments with respondents who were unable to complete the interview questions on the initial date promised due to various impediments. Also some participants who indicated that they are unable to reply to the interview questions or continued to postpone the date they were supposed to send back the interview answers via their emails were replaced. The researcher contacted respondents who kept deferring responding interview questions before removing them from the study as participants. The features that identify and demonstrate the conceptual categories are further detailed in quotes from the participants' interviews. To hide the participants' identity, a P1 through P40 labelling scheme was utilised to identify them.

4.2.1 Demography of respondents

This section consists of gender, rank, position, age, and level of education of participants of the study.

Table 4.1 Response from interviews

Rank	Target Population	Respondents	Male	Female	Total
Deputy Inspector General	2	1	1	0	1
Commissioner	12	10	3	7	10
Deputy Commissioners	16	14	5	9	14
Chief Inspector	20	15	5	10	15
Total	50	40	14	26	40

The targeted population of the study was 200 but the targeted sample of the study was 50 participants. The table 4.1 shows targeted sample columns. However, some targeted participants were unable to participate in the study for various reasons, and only 40 (80 percent) were able to participate in the interview. The study included interviews with a Deputy Inspector General, Commissioners, Deputy Commissioners, and Chief Inspectors. The study shows that 26 women (65%) and 14 males (35%) participated in the study.

Table 4.2 Participants current positions in NAMPOL

Position	Actual number of participants	Percentages
Deputy Inspector General	1	2.5%
Head of directorates	6	15%
Regional Commander	4	10%
Head of 1st Division	14	35%
Head of Sub-division	15	37.5%
Total	40	100%

As reflected in Table 4.2, participants were from different positions. One deputy Inspector General made up 2.5% of participants, Heads of directorates were 6 (15%) of participants, Regional Commanders were 4 (10%) of participants, Heads of 1st Division were 14 (35%) and Heads of Sub-division were 15 (37.5%). These are the participants who participated in the study

and this validated data collected and ensured reliability as this study managed to gather information from high ranked officers.

Table 4.3 Age ranges of participants

Age Range	Actual Number of participants	Percentages
18 – 30	0	0
31- 40	6	15%
41- 50	9	22.5%
51 +	25	62.5%
Total	40	100%

The age range of respondents who participated in the study, from the oldest to the youngest, is as follows: age category 51+ had 25 (62.5%) participants; age category 41-50 had 9 (22.5%) participants; age category 31-40 had 6 (15%) participants; and age category 18-30 had no respondents. The 51+ age group was the most common, with participants who had been in the police force for a lengthier dated of period and had progressed through the ranks over time.

Table 4.4 Level of education

Level of Education	Actual Number of participants	Percentage
Grade 10/12	4	10%
Certificate	2	5%
Diploma	9	22.5%
Bachelor's degree	8	20%
Bachelor of Honours degree	9	22.5%
Master's degree	6	15%
Doctorate	2	5%
Total	40	100%

In terms of educational qualifications, the study revealed that 2 (5%) participants had reached doctorate level, whilst 6 (15%) were master's degree holders. Then 9 (22.5%) had completed their honours degree in various fields and 8 (20%) participants had bachelor's degree from various colleges and universities. Diploma holders accounted for 9 (22.5%) participants, certificate holders were 2 (5%), and grade 10/12 certificate holders 4 (10%). This demonstrated that the majority of NAMPOL officers are continuing their studies. The qualitative findings acquired during interviews are presented in the next section.

4.3 Emerging themes of findings

Themes, according to Creswell (2013), are collections of words rather than single words. The following themes were developed from the result of this research:

THEME 1: Gender roles in peace and security.

THEME 2: Causes of underrepresentation of women in peace and security

THEME 3: Effects of women underrepresentation in peace and security

THEME 4: Strategies to promote gender equality in management cadre

The above themes were presented in detail based on thematic analysis conducted by the researcher with the help of Atlas ti 7.5 software. Several quotes were extracted from various participants to support the emerging codes from the thematic analysis. These quotes were then used in this chapter's data presentation to demonstrate the validity and dependability of the findings. The study's findings were then based on the explanations of participants as well as the participants' quotations extracted during the interview.

4.3.1 Gender roles in peace and security

Many nations, including Namibia, have embraced Resolution 1325, which has encouraged governments to develop national plans of action to address gender equality challenges and promote equal representation.

Gender representation in peace and security has generated concerns for women and children who are the ones that suffer the most and thus women's inclusion has campaigned for peacebuilding, human security, and conflict prevention in many countries in the world especially at UN. It has been noted that everyone's security is crucial. Involving both genders in security issues leads to solutions that safeguard everyone. Several questions were posed under this theme and participants contributed to the study by giving different views.

To answer the sub-question: What roles does gender representation play(s) in peace and security?

The participant's response on the role gender representation plays in peace and security are presented below under promotion of peace in the society: protection of vulnerable groups and elimination of discrimination.

Promotion of peace in society: The role of law enforcement agencies like NAMPOL, according to the participants, is to promote peace and safety as well as maintain law and order in the country. All security sectors have the mandate to ensure that the country is safe and that crimes are prevented, resulting in peace in Namibian communities. Peace in the community is a human right for all, and it is the responsibility of law enforcement to ensure that peace and safety prevail. Some of the participants stated that having a well-represented NAMPOL at all levels, from the lowest to the highest, will foster peace in Namibian society as the needs of the society will be addressed. In this case, responses were as follows:

“Gender representation plays a significant part in maintaining peace and security because most situations require a well gendered representation. Both genders play significant role in the case of peace and security in the society. Although there are certain situations where men are believed to be only capable of leading to ensure that peace and security are prevailed, to me this is just a myth, and it is just meant to overlook women capabilities of leading in peace and security. Women plays important role in security sectors as when community members are always expressed themselves freely and openly with their issues that affecting them to the female officers compared to male officers. As a woman I learnt a lot of experiences when it comes to police operation that women play important roles in society and community at large when it comes to peace and security. Thus, both gender in security sector need to be equally represented

for the maintaining of peace and security” (P4, Commissioner, Female, personal communication, June 19, 2021).

“(G)ender representation allows all security forces to priorities peace and safety in different communities, this means that us as security organisation are able to tackle issues that affects both genders for example, gender-based violence and be able to resolve them amicably resulting in a safe community to all” (P36, Chief Inspector, Female, personal communication, July 26 2021).

Participant 4 was convinced that including both genders in the security sector fosters community peace, and that females play an important part in communities because they are more open and freer to attend to community members' concerns. Participant 36 also stated that male and female officers in the security organisations can resolve crimes that harm their communities by coordinating their efforts, resulting in safe communities. This shows that gender representation in NAMPOL will promote peace and safety in the communities as both genders will be able to address different crimes affecting the communities.

Diversity: Gender representation leads to diversity in the management cadre, which leads to innovation, creativity, and efficiency in operations. As a result, management of national security and crime prevention issues will be handled effectively, as both genders contribute, based on their strengths, resulting in different perspectives on how to protect the nation. In this case, responses were as follows:

“Men and women in the police rank and file have different styles of management hence both genders are needed in the management as their different styles will be used in different situations to protect Namibia” (P29, Commissioner, Male, personal communication, July 27, 2021).

“If senior management cadre is to promote gender equality, they will be diversity and this is an advantage to management as it will have different ideas contributed by men and women” (P12, Deputy Commissioner, Male, personal communication, June 30, 2021)

Participant 29 emphasised the importance of having both genders represented because their management styles varied. According to Participant 12, promoting gender equality leads to diversity, thus diverse views will be proposed. This shows how crucial it is for males and

females to work together to achieve peace and security, as diversity in the management cadre would bring diverse perspectives on how to tackle challenges linked to peace and security.

Conflict resolution: Gender representation, according to participants, aids in conflict resolution, a mission that allows competing parties to reach an agreement. This is done when women participate in peacekeeping missions, and as a result, females perform a significant role in conveying peace to our civilisations as well as war-torn communities. In this case, responses were as follows:

“When women are involved in conflict resolutions missions they tend to achieve more in such missions hence this has been evidence by what women have achieved in United Nations peace keeping missions” (P25, Chief Inspector, Female, personal communication, July 21, 2021).

“Women are good communicators than men hence they tend to negotiate better than men in conflict resolution missions hence their presences is important in security sector” (P10, Commissioner, Female, personal communication, June 30, 2021).

“Women tend to have better communication, listening and delegation skills hence they are at a better position to resolve conflicting parties and bring solutions better in societies” (P23, Deputy Commissioner, Female, personal communication, July 18 2021).

“In peace keeping missions, women tend to have different perspective on how to deescalate conflict, means that women are always likely to use minimum force in their approach while men use force to resolve conflict hence the difference in perspective and tactics” (P39, Commissioner, Male, personal communication, July 26, 2021).

In relation to United Nations peacekeeping missions, participant 25 stated that women are good at resolving conflict. Women have good communication skills. Participant 10 concurs with the observation made by Participant 25 and further states that women are good communicators, and it helps them negotiate well during a quarrel. Women, too, have good listening abilities and delegation, as observed by participant 23, which helps them listen to disputing parties better. This illustrates those women’s communication and listening abilities aid in the resolution of conflict during peacekeeping deployments.

Protection of vulnerable groups: About 60% of participants mentioned that women and children are among the most vulnerable groups that need to be protected and they stated that this can only be fully achieved if security sectors, such as NAMPOL, promote gender representation, as this will allow both genders to participate in law making process that led to enactment of laws that protect vulnerable groups of the community. Some people also believe that the government can communicate with community members through NAMPOL and give the protection they require. In this case, responses were as follows:

“The role of gender representation allows women in the force to fully represent disadvantaged groups such as women and children hence by so doing the communities are safe and peacefully from harm” (P40, Deputy Commissioner, Female, personal communication, July 27, 2021).

“In compliance to UN resolution 1325 and other protocols, gender representation at all levels is crucial. Gender roles such as conflict resolution, negotiations, peace building, and protection of the vulnerable groups (women and children) and many others need to be tackled by both male and female” (P2, Chief Inspector, Female, personal communication, June 11, 2021).

“Role played by gender representation is crucial as crimes such rape, human trafficking and sexual slavery which most vulnerable groups of the communities are facing will result in these groups being disadvantaged hence gender representation in law enforcement will tackle such crimes and protect vulnerable groups” (P13, Deputy Commissioner, Male, personal communication, July 04 2021).

Gender representation in NAMPOL, according to participant 40, will enable representation of vulnerable groups such as women and children. Gender representation, as backed by international resolutions such as UN Resolution 1325, also enhances the protection of women in society, according to Participant 2. This demonstrates that having gender representation in the NAMPOL will allow them to safeguard vulnerable groups of the community, as women officers are thought to be capable of protecting such groups effectively.

Elimination of Discrimination: Discrimination has impacted numerous organisations around the world, and several participants said that dealing with discrimination has been a high issue for many, including NAMPOL. Gender representation has been critical in the fight against policing discrimination. Many respondents agreed, citing multiple instances of prejudice and how gender

representation in the NAMPOL eliminated such behaviours. In this case, responses were as follows:

“Being discriminated (against) based on your colour skin, gender, cultural background and language upsets the dynamics of law enforcement and peace in such the workplace and societies” (P21, Deputy Commissioner, Female, personal communication, July 16, 2021).

“To keep peace in a country we need to ensure that people are not racially discriminated (against) and arrests are not made based on your race or language but on the evidence. Hence a diverse workplace represented by equal gender representation will ensure that discrimination does not exist, and such leads will make the community to respect the law enforcement agency and have pride in it (and) hence respect of law by the community members” (P32, Chief Inspector, Female, personal communication, July 24, 2021).

“A workplace station with Oshiwambo speaking, Damara and other tribes in Namibia male/female is a healthy environment to eradicate discrimination hence effectiveness of such stations hence the need for our organisation to advocate for gender representation as it will enable the force to deal with gender discrimination in the workplace as well as in the communities allowing a safer community” (P19, Deputy Commissioner, Male, personal communication, July 12, 2021).

Participant 21 stated that discrimination in the place of work and in the public has an impact on relationships, and that having gender representation would eliminate discrimination. Participant 32 also stated that prejudice can only be removed if NAMPOL hires diverse personnel that can efficiently carry out their duties while avoiding discrimination. Participant 19 stated further that a diverse, healthy, working environment in NAMPOL should include various tribes in Namibia so that prejudice is eliminated, which can only be accomplished by female representation. This demonstrates that discrimination in any form at NAMPOL, in society, or in how the law is applied should not be based on an individual's race.

The question: Are there any categories of jobs which you feel should not be given to women

In response to this question, participants expressed two points of view: one, that there are no occupations specifically for a specific gender in the police force, and the other, that certain

activities require masculinity to be accomplished, hence there are positions ideal for men. There are also some duties which require a feminine approach for them to be accomplished. The two points of view that evolved are shown here.

No jobs are specifically for certain gender: Most female participants insisted that there are no positions or tasks in the police force that are particular to one gender, and that both genders can execute any duty that is assigned to them. Some male participants also stated that both genders have the potential to execute any activity, which is impacted by the ability to have confidence and skills to perform any task. In this case, responses were as follows:

“Not at all, woman, like men, can take on any task/job provided they are prepared for it” (P23, Deputy Commissioner, Female, personal communication, July 18 2021).

“The practice of giving a specific category of job in itself is gender discrimination. Women should be given the opportunities to explore that enable them to control their own lives” (P16, Chief Inspector, Male, personal communication, July 09, 2021).

“Any job suits females, although some female officers just lack self-confidence and proper training, but once in the job women tend to learn fast and grow faster than expected of them” (P9, Deputy Commissioner, Male, personal communication, June 30, 2021).

“Yes, in a police department, male and female officers should have the same responsibilities. There should be no distinction between them based on their gender. From a right’s perspective, both men and women are entitled to the same level of inclusion. People in the society will have the freedom to associate with others, exchange their expertise, and participate in activities that can have a good impact on society as a result of everyone being treated equally. Equality encourages people to be more confident, productive, and sociable” (P3, Deputy Commissioner, Male, personal communication, June 14, 2021).

Participant 23, Participant 16, Participant 9, and Participant 3 were unyielding that there are no professions or responsibilities at NAMPOL that are peculiar to a particular gender. Every gender can accomplish any task if they have the necessary confidence and skill. Therefore, this demonstrates that an individual's capabilities are the most essential factor in their work performance in NAMPOL, as both genders are capable of performing any task handed to them.

Masculinity and feminism: Some noted that departments such as firearms and Special Reserve Force division are more suitable for male officers, who can use their masculine nature when dealing with perpetrators. They also indicated that administration work is more suitable for women as they perform better in that department. This was supported by participants who said:

“As much as we are running away from this perception that some tasks require male officers it is the nature of the task that will force women to perform badly” (P17, Chief Inspector, Male, personal communication, July 09, 2021).

“When perpetrators become violent women stay away, and then allow male colleagues to intervene and avert the situation” (P35, Deputy Commissioner, Male, personal communication, July 26, 2021).

“Some women believe that making decisions at highest levels in the police force is for men because of their nature and ability to withstand pressure hence one can say at higher forums such as management cadre they should be more men who are able to make difficult decisions to protect the country and national sovereignty without fear or favour” (P19, Deputy Commissioner, Male, personal communication, July 12, 2021).

“Women are good with administration jobs that involve paperwork of which such tasks are not performed very well by men, that is why you see many women doing administrative work while men are assigned to different roles which require the use of force” (P27, Deputy Commissioner, Female, personal communication, July 21, 2021).

Due to the nature of the task, Participant 17 reported that certain tasks in NAMPOL are underperformed by women. Participants 1 described a situation in which men are required more frequently than women during operations. Women weaken themselves, according to participant 19. Thus they believe men are the only ones capable of making difficult judgments to ensure peace and security prevail. Female officers are better suited to administrative occupations than males, according to Participant 27, and female officers perform better in such departments than men. This demonstrates that participants have differing perspectives on the nature of the NAMPOL occupation, and as a result, it is dependent on the individual.

The question: State the importance of gender representation in the NAMPOL top management cadre.

The participants were asked to give their thoughts on the necessity of having women in top management positions. Participants' responses revealed the following:

Informed decision: some participants stated that having gender representation in the top management cadre will allow the management cadre to have a better understanding of what needs to be done because both genders will provide a balanced perspective on any issue discussed in top management, allowing management to make more informed decisions. Several participants backed up this claim by stating the following:

“Gender representation is significant as it helps to promote informed decision in the senior management cadre. Gender representation will assist the management cadre to plan and implement policies fairly within the organisation. Biased decisions won't happen where there is equal gender representation. The organisation will perform to its utmost best when it comes to the matters of peace and security within the society. All genders will contribute equally to the decision making” (P26, Deputy Commissioner, Female, personal communication, July 21, 2021).

“Namibian Police Force is a much militarised (sic) organisation that in my opinion are still very much bound on male dominance in police management. Hence a real shift to have more women in the senior command boardrooms will amplify women's capacity to contribute to decision making and policy formulation” (P31, Chief Inspector, Female, personal communication, July 23, 2021).

“Gender representation is a vital tool as it will ensure equal participation at all level in the NAMPOL. Furthermore, it prevents bias decisions to be passed in senior management cadre meetings and workshops” (P24, Commissioner, Female, personal communication, July 18 2021).

“Decisions are made taking cognisance of all gender; in the end, concerted efforts become a product of consultations. Promote respect to both gender on their roles and the contribution they make towards attaining NAMPOL's mandate” (P17, Chief Inspector, Male, personal communication, July 09, 2021).

Gender representation, according to Participant 27, will help the senior management cadre formulate and implement policies fairly across the organisation. Where there is equal gender representation, biased decisions will not occur. Participant 31 believes that a transformation in management that includes more women will result in women playing a larger role in decision-making and policy formulation. Gender representation, according to participant 24, will prevent biased decisions in the upper management cadre. Participant 17 believes that decisions made with the consent of both genders will help NAMPOL fulfil its goal. This demonstrates that increasing women participation in the NAMPOL management cadre will lead to more informed decisions, resulting in NAMPOL accomplishing its established aims and objectives as an institution, and thus being more effective in all facets of peace and security.

Respect from society: Participants stated that because our society is made up of both males and females, equal representation at every rank of the police force, including the senior management cadre, is necessary. A balanced top management cadre, according to the participants, will mirror the society, which has men and women performing varied roles in maintaining these communities securely and peacefully. The following was revealed by various participants:

“It builds trust between the law enforcers and the community. It improves relationships with the communities. It increases operations effectiveness” (P16, Chief inspector, Male, personal communication, July 09, 2021).

“Society is made up of all gender and law enforcement should represent the society in which they operate” (P23, Deputy Commissioner, Female, personal communication, July 18, 2021).

“It is good to have a reflection of our society in all spheres of life including in law enforcement organisations because it is important when women from our society reports crimes of gender based violence, they would want to talk to another women in the same regards if senior management cadre has more women, issues that affect women are included in agendas of management hence leading to effective solutions that assist women in the society” (P37, Deputy Commissioner, Female, personal communication, July 26, 2021).

Gender representation in NAMPOL, according to Participant 16, will strengthen relationships with the community. Participant 23 stated that law enforcement officers should be given equal representation in order to reflect the society in which they operate. Furthermore, Participant 37

believed that having a gender balance in the managerial ranks will allow women's issues to be effectively addressed. This demonstrates the importance of having a gender-balanced management cadre, as society will appreciate and create partnerships with such an organisation, necessitating NAMPOL's gender diversity in top management.

Encouragement to women: Many participants stated that having more women in managerial positions will inspire women to seek promotion and strive to higher positions in the police force, since women are now discouraged from pursuing higher jobs and reaching top positions. This was gleaned from the participants' responses:

“Another important aspect of gender representation in top management cadre is that the more women are there, surely they will encourage other women who are not part of the management to believe in their abilities and aim to reach greater heights” (P14, Chief Inspector, Female, personal communication, July 01 2021).

“Gender representation in the NAMPOL top management cadre is vital to realise gender equality and empowerment for women to aim higher” (P8, Commissioner, Female, personal communication, June 29, 2021).

“Women need that encouragement hence if many are included in the top management cadre it opens the world of possibilities which is needed by many women in the police force” (P6, Commissioner, Male, personal communication, June 27, 2021).

Participant 14 mentioned the importance of having more women in top management roles because it will motivate other women to pursue higher jobs as well. Gender representation, according to participant 8 encourages other women to pursue top positions. Participant 6 stated that having many women in top managerial positions creates chances for other women to pursue. This demonstrates the importance of gender diversity in the management ranks, as it will motivate many NAMPOL women to aspire to reach high positions in the organisation.

4.3.2 Causes of underrepresentation of women in peace and security

The top management cadre is comprised of 40 members who are appointed by the Inspector General of the police. Underrepresentation of women at NAMPOL top management cadre is evidenced by the statistics which shows that they are only eight (8) women as compared to their

32 male counterparts (Namibian police report, 2019). Likewise, such underrepresentation has great effects in decision making in the NAMPOL organisation as it is biased considering the number of women in it, hence issues which have interest for women are bound not to be addressed effectively. The supposition is that top management cadre with equal representation might ensure decisions made convey equal representation. The following questions were asked under this theme and respondents gave their in-depth views as follows:

The question: What are the causes of underrepresentation of women in the NAMPOL top management cadre posts?

The participants were invited to share their perspectives on the causes of women's underrepresentation in managerial positions. This question elicited thought-provoking responses, with numerous comments emerging to explain the causes. The following topics are covered in relation to this theme:

Stereotype: Several women in the study indicated that men have the opinion that women are incapable of holding top commanding positions like their male colleagues. This viewpoint stems from the patriarchal society in which men's masculinity is considered as a leadership trait, while women's femininity is viewed as a lack of management skills, which is one of the reasons mentioned by participants, particularly women. In this case, responses were as follows:

“Because of stereotypes that women are not suitable to lead because leadership in management is defined by attributes of masculinity” (P28, Chief Inspector, Female, personal communication, July 21, 2021).

There are more women as Sub-Divisional Heads and Station/Unit commanders. At Management Cadre level, it is because there is still an old mentality of thinking that women cannot be Regional Commanders. But we have a few (3) female Regional Commanders that have proven that they can run the region. Hopefully the status quo will change soon” (P4, Commissioner, Female, personal communication, June 19, 2021).

“Women have been affected by their characteristics of femininity, which is viewed as too soft for management positions, hence their limited number in such positions” (P37, Deputy Commissioner, Female, personal communication, July 26, 2021).

“There are numerous reasons why women are not fully represented, namely, the stereotypes and believe men are better commanders than women. Moreover, the notion that women lack effective leadership competencies such as communication skills, emotional intelligence, delegation etc” (P11, Chief Inspector, Female, personal communication, June 30, 2021).

“One could be entrenched patriarchy, where women are thought of as being incapable of holding the positions and performing to the best of their ability” (P30, Deputy Commissioner, Female, personal communication July 23, 2021).

Women are stereotyped as not being capable of leading, as stated by participant 28. Participant 4 stated that while there are more women in positions such as Sub-Divisional Heads, Station and Unit Commanders, the old idea that women cannot lead still exists in the management cadre. Female characteristics, according to participant 37, have hampered women's advancement into executive positions. Participant 11 stated that stereotypes are the reason why many women are not in management positions. This demonstrates the existence of preconceptions in NAMPOL, which has resulted in many women being denied appointments to high management positions due to their perceived inability to lead.

Family Responsibility: The participants expressed conflicting feelings about family responsibilities as one of the factors preventing them from advancing in NAMPOL. The initial viewpoint was that family responsibilities had operated as a disadvantage because some occupations involve migration, and many people would have established themselves in a particular town, making it tough to leave their families and pursue the promotion. The opposite point of view was that male peers' attitudes about women are a myth, and that in reality, women are not frightened to pursue promotions because most family members are supportive of their advancement. In this case, responses were as follows:

“My family is in this town and my children are established and comfortable in their schools, of which most promotions are accompanied by relocation to other towns, and this will disrupt my family.” (P38, Chief Inspector, Female, personal communication, July 27, 2021)

“It’s a myth of women being pre-occupied by family issues and cannot cope to add workloads.”(P14, Chief Inspector, Female, personal communication, July 01, 2021)

“One of the causes is that women don’t want to take up responsibilities within security clusters and you find most of them giving excuses of family care takers and they cannot be posted somewhere far from their homes. This kind of situations allowed men to take advantage of it and it really increased men’s figures in NAMPOL decision-making body.”(P16, Chief Inspector, Male, personal communication, July 09, 2021)

“My family is supportive of my career progress, and I have risen in these ranks up where I am due to family support hence this talk about women not taking promotional opportunities is a mere speculation in actual fact our family members are pushing us to advance.”(P20, Chief Inspector, Female personal communication, July 16, 2021)

Participant 38 stated that they are unable to pursue a promotion that needs them to relocate since they are already well established in a particular town or city. Participant 14 says it is a myth that women are hesitant to take on promotions because of family obligations. Many women in NAMPOL use family duties as an excuse for not taking advantage of promotional chances, and men have taken advantage of this. Participant 16 refuted the concept that women use family responsibilities as an excuse for not taking advantage of promotional possibilities when, in fact, their families are supportive of their success in NAMPOL. This demonstrates that there are divergent viewpoints on the function of family responsibilities in female’s failure to pursue advancement possibilities.

Administration Bias: The committee that deal with the promotions and appointments of officers into top management cadre is dominated by men, therefore there is a bias toward promoting other men so that they can dominate the cadre, as evidenced by the preponderance of men in the current senior management cadre. In this regard, participants’ responses:

“The biasness sometimes favours male officers when it comes to promotion and appointments despite promotional policy being stated in the force” (P14, Chief Inspector, Female, personal communication, July, 01 2021).

“Sometimes the bias is too much and evident, such disadvantages women in most cases hence some women lack the zeal for promotion.” (P18, Commissioner, Female, personal communication, July 14 2021)

From the noted quoted responses under administration bias, participants agreed that there is bias in management cadre appointments, with male officers receiving preference over female officers, putting women at a disadvantage. This shows that there have been discriminatory practices in the selection of male officers to the management cadre, resulting in a small percentage of women in the senior management cadre.

Lack of experience: Some participants claimed that most women lacked the necessary management and leadership experience. According to the findings, operational experience and the number of years spent in the service have an impact on whether someone gets promoted to the top management cadre. In this case, responses were as follows:

“Women aged 40 and up are more open to challenge higher positions but then there is a lack of operational experience to fill the higher positions and they need to first gain the operational side experience to upgrade themselves to be considered” (P12, Commissioner, female, personal communication, June 30, 2021).

“Apart from taking all requirements for promotion in the top management cadre, consideration for promotion is also made based on the number of (years of) service. When this happens, the women become less privileged to occupy top positions as they are few with experience required to be in the management cadre” (P39, Commissioner, Male, personal communication, July 27, 2021).

Women over the age of 40, according to Participant 12, are the only ones who can pursue higher positions, but they lack the operational experience needed to be in the management cadre. Participant 39 stated that there are requirements that must be satisfied to qualify for management cadre with the addition of experience, which has operated as a barrier for many women who lack the necessary experience. This illustrates that experience in NAMPOL is a determining factor in being nominated and appointed to the senior management cadre, and many women lack operational experience, resulting in their low representation in the top management cadre.

Lack of support and role models: many participants say there is a deficiency of support from other women in high-ranking positions, including some in management, because some women require mentorship to develop their careers, but high-ranking female officers are unwilling to provide that assistance to their fellow female colleagues. The participants also revealed that there

aren't enough role models in senior positions to inspire junior officers. In this regard, some responses were:

“Other cause is lack of support from fellow women within the system. Women by nature have tendencies of badmouthing other women when they are elevated to high positions and these things still keeping women behind men when it comes to leadership positions” (P10, Commissioner, Female, personal communication, June 30, 2021).

“Women are their own enemies, they hinder progress of other women especially to senior positions, and they will put many barriers in front of other women” (P17, Chief Inspector, Male, personal communication, July 09, 2021).

“Once female officers are in those senior positions, they don't encourage their colleagues to pursue the same opportunities” (P22, Chief Inspector Male, personal communication, July 18, 2021).

Participant 10 revealed that other women in NAMPOL do not encourage other women in their job advancement. Other women, according to Participant 17, are impeding the advancement of their female co-workers. Equally, senior female officers do not encourage other female colleagues to pursue promotion opportunities, according to Participant 22. This suggests that senior women are not providing the assistance that their juniors expect for them to pursue advancement possibilities.

Dominance of males in the force: In comparison to their female counterparts, most interviewees stated that NAMPOL is still controlled by men. Despite advancements in women joining the workforce, the gender gap remains large and this affects the proportion of women in leadership roles. In this case, responses were as follows:

“Disparity was created prior independence where men had better opportunities than women in joining security sectors. Previously the police force was predominantly a male environment and therefore that gap is there” (P24, Commissioner, Female, personal communication, July 18, 2021).

“The war credentials play a role in the selection of officers for the management cadre of which many women do not have these credentials hence male dominance prevails in the management” (P21, Deputy Commissioner, Female, personal communication, July 16, 2021).

“More men than women in the NAMPOL in general which make the women to be outnumbered and made men to benefit more in senior management posts compare to women” (P40, Deputy Commissioner, Female, personal communication, July 27, 2021).

Participant 24 believes that the gender divide was developed before independence and that it persists in NAMPOL to date. Participant 21 indicated that war credentials, which many women lack, play a larger role in appointment to the management cadre, explaining why men dominate the management cadre. Males outnumber females in the police service, according to Participant 40, resulting in a male-dominated management cadre. This demonstrates that male dominance over females in NAMPOL has an influence on male appointments to the senior management posts.

Lack of mentorship: Most participants stated that there is a lack of mentors in the police force, which has prevented many women from gaining the skills necessary for advancement into senior posts. It was stated that to have a mentor, one must seek one out, which poses a barrier for many women because male officers refuse to mentor them. Women are not mentored to obtain knowledge and skills, according to the participants; this is because there are no clear structural mechanisms for mentorship in the police force. In this case, responses were as follows:

“Women have a challenge of having mentors here at NAMPOL this is a problem to them as many will not have the skills required for them to hold senior positions” (P13, Deputy Commissioner, Male, personal communication, July 01, 2021).

“Men are privilege as it is easy for them to have mentors around them this makes their career to progress as they would have acquired skills and knowledge for advancement into senior position unlike women who face challenges in having these mentors” (P18, Commissioner, Female, personal communication, July 14, 2021).

“Many male officers who acts as mentors to these junior female officers takes advantage and abuse them hence many have difficulties in working with male officers as mentors”(P36, Chief Inspector, Female, personal communication, July 26, 2021).

Women in NAMPOL, according to Participant 13, have a difficult time finding mentors. Participant 18 stated that having a mentor is difficult for women, whereas having a mentor is easy for male officers. Some male mentors take advantage of junior female officers and abuse them, according to participant 36, which has led many women to avoid seeking male mentors. This illustrates the point that many women in NAMPOL lack mentors, despite the fact that mentorship is critical for women's advancement into senior roles since mentorship provides them with the knowledge and skills required for senior jobs.

The question: To what extent does the current policy on promotions in NAMPOL support gender representation?

This question was posed to participants to gather information about their opinions on promotion policies. Some participants thought the promotion policy was fair, while others thought it didn't promote gender representation. Others said it was a neutral approach that imposed both promotion and non-promotion of gender representation. In this case, responses were as follows:

“Not distinctively promote women to be promoted than men; however, the promotion policy applies to everyone on an equal basis. The promotional requirements do not include criteria for women or men to be promoted different but rather just provide the requirements that one needs to meet to be considered for promotion. However, in some instances, the Inspector General appoints women on top leadership on merit to enhance their role in top decision-making within the organisation”. (P6, Commissioner, Male, personal communication, June 27, 2021)

“The current policy on promotion does not make provision for gender representation in the Force. However directives to that effect only indicate the representation of women in promotional panel/committees. The only tool(s) been used in addressing this are the National and International Gender Regulatory Frameworks”. (P18, Commissioner, Female, personal communication, July 14, 2021)

“With the total of 40 members of NAMPOL management cadre, only 9 are women which are clear indication that NAMPOL current promotion policy does not clear and is not really support gender representation”. (P30, Deputy Commissioner, personal communication, July 23, 2021)

“There is no clear policy currently in NAMPOL that speak of gender representation on appointment and progression with the police. Therefore, you find women well represented from lower rank and middle management within the NAMPOL then become narrow in top management cadre where the fundamental plans and decisions of the organisation are made”. (P4, Commissioner, Female, personal communication, June 19, 2021)

Participant 6 clearly stated that there are promotional requirements in place, and that they do not favour anyone. , People are promoted based on those requirements. Participant 18 also stated emphatically that the existing promotion policy does not account for gender diversity. Participant 30 expressed similar views, pointing out that there are only nine women in the management cadre, demonstrating that the policy does not account for gender representation. Then participant 4 reiterated the view that there are no clear policies which supports gender representation. This shows that NAMPOL has no policy which specifically addresses the issue of gender representation in its ranks.

The question: Does NAMPOL have a gender target (at any level) which is set by law?

This inquiry elicited information about NAMPOL's efforts to achieve gender parity in its ranks. The National Gender Policy makes it easier for females to be represented at every rank at policing, and the Inspector General of the Namibian police force has acknowledged women in policing. There is a woman occupying the Deputy Inspector General rank, 3 women Regional Commanders, 3 women Heads of Directorates who are members of the Senior Management Team, and roughly 43 women Deputy Commissioners among the Namibian Police Force's 38 percent female participation (Namibian Police, 2019). The rate at which women entered the workforce was deemed slow. Figures reveal that from 2015 to 2020, they increased from 36% to 38 %, a tiny 2 percent gain in 5 years (NPFAR, 2020). Participants stated that NAMPOL does not have a gender target or law developed particularly to promote gender equality, but that the law enforcement agency is guided by international, regional, and national laws and frameworks in the country, which the police force follows. In this case, responses were as follows:

“There are no laws in addressing “gender targets” However NAMPOL and in particular Namibia has to comply with other regulatory frameworks such as International Treaties and Conventions, UN Resolutions, AU Regulatory and Legal Instruments, National Protocols to address gender issues which include Vision 2030, Resolution 1325 of the United Nations Security Council, The Protocol on the Rights of Women in Africa, and the National Gender Policy (2010–2020) are all now being reviewed. GBV National Action Plan, Women, Peace and Security National Action Plan 2019–2024, SARPCCO Women’s Network Strategic Plan 2021 – 2025, to mention but a few” (P9, Deputy Commissioner, Male, personal communication, June 29, 2021).

“The organisation mostly relies on national, regional (SADC) and international policies and framework on gender representation on peace and security, National Action Plans and resolutions like UNSCR 1325 that support women in peace and security. There is no clear policy currently in NAMPOL that speak of gender representation on appointment and progression with the police” (P15, Deputy Commissioner, Female, personal communication, July 09, 2021).

“Except for the Police Women Network constitution that seeks to achieve 50/50 equal representation, I am not aware of any NAMPOL law. However, NAMPOL uses other protocols such as UNSCR 1325, and other international law to advance equal representation” (P11, Chief Inspector, Female, personal communication, July 04, 2021).

“No, there is no specific law which has been passed by NAMPOL, NAMPOL is a state organisation which have to adhere to the National policy so the Namibian government has already had a number of effects in terms of strengthening women's rights, first by elevating gender equality to the status of a constitutionally guaranteed fundamental right, and then by enacting progressive gender-based legislation to ensure the empowerment of women, men, and children, as well as equality between men and women, as prerequisites for full participation in political, legal, cultural, and economic development.” (P33, Deputy Inspector General, Male, personal communication, July 24, 2021).

Participant 9, participant 15, participant 11 and participant 33 agreed that there is no gender target in law enforcement agencies at any level, but that they are guided by international, regional, and national laws and policies such as UNSCR 1325, AU Regulatory and Legal

Instruments, National Gender Policy (2010–2020), and National Action Plan on Women, Peace, and Security 2019–2024, which are all used by NAMPOL as reference points. This shows that NAMPOL is governed by international, regional, and national laws and policies, but it does not have its own gender law or policy which was formed by NAMPOL or created expressly for NAMPOL.

4.3.3 Effects of women underrepresentation in peace and security

The repercussions of females' underrepresentation in peace and security were the main emphasis of this theme. Participants were asked a series of questions to elicit their thoughts on the implications of women's underrepresentation.

The sub question: What effects does underrepresentation of women on top leadership positions have on the performance of the organisation?

This question was posed to participants during the interviews, and their comments focused on the force's performance and its ability to make decisions that benefited all members of society, allowing it to develop policies and enforce laws that were effective in the countries in which they operated. In this case:

Poor performance: women's exclusion or underrepresentation in organisations, particularly police, has an impact on their performance because decisions made will not be representative of the society they serve. However, balancing the number of women and men in organisations results in innovative ideas coming from a diverse workforce. Underrepresentation of one gender does not provide the organisation with such leverage. This is what the respondents had to say:

“The members on the ground will be demoralise especially women and their performance will be poor, and it will cause bad effect on the organisation with poor performance” (P34, Chief Inspector, Female, personal communication, July 25, 2021).

“The organisation may miss the suppose utmost performance on preserving peace and security within the communities as the planning and implementation of operational strategy lean one side or may not include the need of other gender such as women and children within societies” (P12, Commissioner, Female, personal communication, June 30, 2021).

“They may be subjected to continuous workplace discrimination, in the end promoting a workplace environment that does not ensure that equal opportunities are granted between genders. Such happenings demoralise women to execute to their full potential, consequently, affects the performance of NAMPOL” (P4, Commissioner, Female, personal communication, June 19, 2021).

“The Force will not perform optimally, because it will be losing out on talent from the women. This could give a perception that women are not capable which the case is not really” (P14, Chief Inspector, Female, personal communication, July 01, 2021).

The participants expressed their opinions on the NAMPOL's performance. Police officers on the ground, according to Participant 34, are demoralised, which contributes to poor performance. NAMPOL may miss out on the potential to benefit from variety and varied perspectives from both genders, according to Participant 12, resulting in low performance. Participants 4 expressed similar feelings about low performance as a result of women's demoralisation and subsequent bad performance. NAMPOL is missing out on female talent, according to Participant 14, and this may cause law enforcement to function poorly. This means that when any gender is influenced or demoralised by decisions that do not support them, it has an impact on their performance.

Biased decisions: Several participants in the interview session mentioned the importance of making good judgments at the top levels of the force because this has an impact on how the organisation runs. When there is uneven management, most decisions will be made in favour of the dominant gender, which is prejudiced and has an impact on the workers. The decisions made would also affect society as they did not accommodate all members of the society. Participants noticed this as well. The following are some quotes that support this:

“NAMPOL as an organisation will not effectively able to address community issues and this will undermine the peace and security within the society. This means that there are bias decision making, resistance to discuss gender, non-acceptance of responsibility from individuals and all these will bring down the organisation and the organisation will not be able to address issues of peace and security as mandated to do so” (P19, Deputy Commissioner, Male, personal communication, July 16, 2021).

“Information is crucial for decision making hence when there is a balance between women and men in the top management, debates on several issues would be held and this will lead to a more comprehensive decision” (P20, Chief Inspector, Female, personal communication, July 16, 2021).

“Due to the fact that women are only 8 in the senior management cadre most of the decisions regarding to the working environment of our organisation supports males and this has a disadvantage to us women who have to suffer for such decisions” (P31, Chief Inspector, Female, personal communication, July 23, 2021).

Participant 19 highlighted the importance of NAMPOL being able to address the imbalance in the top management cadre. Failing to do so as this leads to biased judgments that do not satisfy the demands of society. Participant 20 emphasised the need for a well-balanced management team capable of debating multi-faceted problems and making sound choices. Underrepresentation of women in senior management, according to participant 31, leads to decisions that favour men, and these decisions have an impact on women. This means that when a biased judgment is made, the organisation as a whole suffers, and there is no room for making an informed decision because the conversations are one-sided.

Limited stakeholder relationship: Several participants mentioned that the areas we serve have a higher ratio of women, and that these women look up to other women in organisations like NAMPOL for help. The underrepresentation of women causes the community, particularly civilian women, to erect barriers against NAMPOL, believing that they are underrepresented in the organisation and hence will have limited cooperation from law enforcement agencies. In this case, responses were as follows:

“The relationship we have with communities could be improved if our organisations reflect the majority in its hierarchy; several girls would be willing to join the force and be inspired by other women occupying higher ranks” (P1, Deputy Commissioner, Female, personal communication, June 11, 2021).

“The organisation performance on maintaining peace and security won’t be effective to the societies that need it if the organisation does not increase the number of females in management

positions as these women will be able to raise issues that affect women and children” (P8, Commissioner, female, personal communication, June 29, 2021).

Participant 1 and Participant 8 mentioned the importance of stakeholder relationships, which could be enhanced by having more women in top positions such as management, implying the need to include more women in senior management so that issues affecting women and children can be raised and addressed in order to keep society safe. This demonstrates that a senior management cadre with a gender balance will make the effort to debate issues that impact the majority of society members, namely women and children, and that such discussions will result in positive community relations.

The question: Does NAMPOL have any gender networks/organisations?

The study aimed to build gender networks within NAMPOL as well as external networks that collaborate with the police force to promote workplace equality. Participants who work with NAMPOL internally and outside to stimulate gender equality, poverty eradication, and female’s empowerment identified the following networks/organisations. Females were the ones who noticed these networks, and most were not aware of NAMPOL's gender equality networks. In this case, responses were as follows:

“Yes, The Namibian Police has the NAMPOL Women’s Network Sub-Committee which was established through Resolution 13 of the SARPCCO (Police Chiefs) Annual General Meeting 2008”. (P11, Chief Inspector, Female, personal communication, July 01, 2021)

“Women have many networks that support them these include Namibian Police Women’s Network, WAD (WAD) all these organisations are led by women” (P18, Commissioner, Female, personal communication, July 14, 2021).

“Yes. There is a Police Women Network that is under the Gender and Welfare Directorate. It is a network which has its origin from the SARPCCO Women Network Sub-Committee, Technical Organ, mandated to promote the advancement and development of women” (P21, Deputy Commissioner, Female, personal communication, July 16, 2021).

“Not that I know of!” (P25, Chief Inspector, Female, personal communication, July 21, 2021)

“Yes, Police Women Network” (P6, Commissioner, Male, personal communication, June 27, 2021).

“Not sure of any gender Network” (P22, Chief Inspector, Male, personal communication, July 18, 2021).

“The gender networks such as SARPCCO have empowered women in our organisation through different programmes and in these programmes we are taught how to lead as women and how to command respect from male officers” (P36, Chief Inspector, Female, personal communication, July 26, 2021).

Gender networks exist in NAMPOL, according to participants, and these networks support women in a variety of ways, including mentorship and development programmes. Namibian Police Women's Network, WAD and SARPCCO were among the networks mentioned by participants 11, 18, and 21. While some participants, such as participants Participant 25 and Participant 22, did not know of any gender network organisations within NAMPOL or that are external networks that work with NAMPOL, the majority of the participants were men. Women's networks enable them to be prepared for leadership roles as well as grooming them for other responsibilities, which will help them, improve their careers.

4.3.4 Strategies to promote gender equality in NAMPOL

This theme aimed to provide solutions that could be used to guarantee that women are represented in NAMPOL's managerial ranks. Participants offered interesting comments that could aid the law enforcement body in achieving gender parity in its ranks.

To answer the sub-question: What strategies does NAMPOL have in place which supports gender representation in leadership positions?

Several efforts have been made by NAMPOL, according to the participants, but their impact in pressing for gender representation has yet to be realised. Some say NAMPOL is headed in the right direction because the organisation is attempting to remedy the inequalities in law enforcement by taking steps such as:

“Adoption of National Gender Policy - the police force has adopted the national gender policy which has advanced women into senior positions this adoption has facilitated about forty-three (43) women Deputy Commissioners to assume such positions, which has deemed as an improvement from previous years” (P10, Commissioner, Female, personal communication, June 30, 2021).

“There are gender networks which have been created in the force specifically for women and these networks help in the empowerment of women, most noted networks Namibian Police Women’s Network and SARPCCO” (P38, Chief Inspector Female, personal communication, July 27, 2021).

“There are programmes such as Management Changing that NAMPOL introduced to support a national programme called Performance Management System. Through this program, NAMPOL use it as a strategy to support gender representation. NAMPOL has also (a) Competent Framework program which (was) introduced in 2015. With this program, the promotion and progression in rank and position by members of either gender will be determined. There are also Women network organisation within NAMPOL which is headed by the female Major-general, this department was introduced to empower women in security cluster, specifically in law enforcement, with this department, women are brought together in operation within security sectors, engaging with community and are mentored to believe in themselves and support each other in the role of gender in women, peace and security” (P12, Commissioner, female, personal communication, July 01, 2021).

“Training and development-NAMPOL as an organisation has internal trainings on leadership and management these kinds of trainings equip male and females with knowledge of resolving issues in the force and expectations of leaders in the force”. (P24, Commissioner, Female, personal communication, July 18, 2021)

“Police Act, Act 19 of 1990, which support promotion on merits for both gender (Article 10 and Article 23 of the Namibian Constitution). NAMPOL, as the public institution, subscribes to the policy that governs all public institutions. Bearing this in mind, Affirmative Policy applies in NAMPOL to promote women's advancement to top leadership positions across all public

institutions. For instance, Affirmative Action (Employment) Act 29 of 1998". (P13, Deputy Commissioner, Male, personal communication, July 01, 2021)

According to participants there are several gender representation strategies which are in place in NAMPOL. NAMPOL created a National Gender Policy, as indicated by Participant Participant10, which has helped women move to senior positions. Gender networks, such as the Namibian Police Women's Network and SARPCCO, are in place, according to Participants 38 and 12. Participant 12 offered an overview of some of the new programs, including the Management Changing and Competent Framework programmes which has enabled the advancement of women into senior positions. In NAMPOL, according to Participant 24, there are training and development programmes that focus on leadership and which are offered to both genders. Participant13 disclosed that NAMPOL is guided by Police Act 19 of 1990, Constitution and Employment Act 29 of 1998 on promotion and gender related issues.

The Question: What should be done to ensure that 50/50 gender representation is effectively implemented in NAMPOL top management cadre?

The participants suggested measures to be taken by law enforcement to ensure that 50/50 gender representation is achieved. These are some of the suggestions given:

"We need sex role orientation in the law enforcement to ensure that men do not look down upon women and also the masculinity and feminism of people should not be assigned to duties at work hence this will make women to raise in various positions". (P11, Chief Inspector, Female, personal communication, June 29, 2021)

"Develop a policy that is specific on gender representation and ensure its implementation. The monitoring and evaluation must be done to the organisation to see to it that the policy is implemented in the correct manner and it is effective. Requirement should be put up for a member to be able to lead or manage a certain position e.g. qualifications. Reshuffle in NAMPOL top management cadre must be compulsory to avoid sitting on the same mistake or favouritism in commanders" (P4, Commissioner, Female, personal communication, July 19, 2021).

“Provide training and development opportunities for females to be prepared to occupy key managerial posts at all levels. Most women are scared to occupy positions such as D/Comm and higher. Encourage women to pursue tertiary studies in a related field to help them gain much-needed knowledge and exposure on global issue, and how it influences the day-to-day aspects of policing” (P16, Chief Inspector, Male, personal communication, July 09, 2021)

“Acceptance, acknowledgement and appreciation of these factual qualities is the only way to bring about the desired 50/50 gender representation within the Force. Special measures should be introduced such as corrective and affirmative action to improve the national version by closing the existing gaps. There is a need to continue advocating for the inclusion of women in Regional, Directorate, National Level, including decision making positions in the Force” (P9, Deputy Commissioner, Male, personal communication, June 29, 2021)

“Mentoring programmes that targets women and men in the police, such programmes will allow junior officers to learn skills from senior ranked officers which enable them to be leaders in the future when an opportunity arises as they would have gained knowledge and skills which are required to lead in a management position” (P21, Deputy Commissioner, Female, personal communication, July 16, 2021).

“Supporting women by making the environment enabling for them that is making sure we offer moral support, work support and social support in programmes that advance women’s careers”(P35, Deputy Commissioner, Male, personal communication, July 26, 2021).

“Women empowerment through capacity building programmes, establishment and implementation of mentoring and coaching programmes, reward system for women who performed beyond the call of duty, increased representation of women in decision making processes” (P7, Chief Inspector, Female, personal communication, June 28, 2021).

The suggestions in summary: Participant 11 suggested sex role orientation in the force, followed by Participant 4 suggesting the formation of a policy that is expressly for gender representation, as well as monitoring and assessment programmes to guarantee that the policy is implemented. In addition, Participant 4 further urged that the top management cadre be reshuffled to give other members a chance. Participant 16 proposed job advancement training and development programmes for women. Participant 9 advised that special measures, such as

corrective and affirmative action, be implemented to improve the national version by closing current gaps. According to Participants 21 and 7, mentoring programmes for women should be implemented. Participant 35 mentioned the importance of supporting women by creating an enabling environment and providing work, moral, and social support.

4.4 Conclusion

This chapter presented data from study findings which were qualitative in nature. The demographic data such as gender, rank, number of years in service and educational levels were given. The findings were presented in four themes derived from the research objectives. The research findings are interpreted and discussed in the next chapter.

CHAPTER FIVE

FINDINGS, DISCUSSION AND CONCLUSION

5.1 Introduction

Four themes were derived from the presentation of data and these themes are used in the discussion, interpretation and conclusion made, with the support of literature. According to the NPFAR(NPFAR), (2018/2019), the NAMPOL's personnel strength was projected to be seventeen thousand and ninety-one (17091) individuals, with a low number of females (38%) and a high percentage of men (62%) of the force's total strength (Namibian Police, 2019). The previous chapter presented data from respondents which were collected through interviews. This chapter presents the findings, discussion, conclusions, and recommendations.

5.2 Discussion

5.2.1 Gender roles in peace and security

The study revealed several advantages which are achieved through gender roles maintaining peace and security in Namibia. The study revealed that promotion of peace in societies, conflict resolution, and protection of vulnerable groups may be improved.

- **Promotion of peace in society**

The study revealed that gender representation in NAMPOL fosters community peace, and females play an important role in communities because they are more open minded and free to attend to community members' concerns. Hence, both genders within the security organisations are capable of resolving crimes that harm their communities, resulting in safe communities. This is further reinforced by Hendricks (2011) who stated that achieving peace and human security requires women and men to share leadership responsibilities in the security industry on an equal footing. This demonstrates the importance of gender representation in the security sector, as both genders play a significant role in keeping communities safe and secure.

- **Diversity**

The study revealed that diversity allows men and women to work together to achieve peace and security. Thus, diversity in the management cadre would bring about diverse perspectives on how to tackle challenges linked to peace and security. Equally, this is supported in literature by (Poleski, 2016) who indicated that males and females have leadership skills that are important in law enforcement. Team building, the ability to clearly convey a mission or feeling of intent, resource recognition and acquisition, communication and enforcement of expectations, conflict resolution, and interpersonal awareness are just a few examples.

- **Conflict resolution**

The study revealed that women are good at resolving conflict and their communication and listening skills benefit in the process of conflict resolution during peacekeeping missions. This would agree with the literature, as it has been noted by Poleski (2016), females are better at resolving and decreasing the possibility of fierce fights with others. In most of the times females by nature do not use excessive force when dealing with situations. Furthermore, Arostegui (2015) stated that female voices have emerged as voices that seek peace and security around the world and females have used their positions of influence and networks to intercede as well as prevent conflict. Prenzler and Sinclair (2013) believe that female police officers adopt a different approach to policing, depending on their diplomatic ability rather than utilising physical force to handle issues. As a result, females have the ability to neutralise possibly volatile situations without resorting to violence, allowing them to resolve problems peacefully. Sjoberg, (2012) likewise inferred that effective gender representation in the security sector improves conflict resolution mechanisms. This shows that including more women in peacekeeping will lead to better conflict resolution in societies since women are better at deescalating conflict than men.

- **Protection of vulnerable groups**

The study revealed that women officers are regarded as being capable of efficiently defending vulnerable sections of the community. Gender representation in the NAMPOL will help them to safeguard vulnerable groups of the community. According to Ibrahim et al. (2015), human security may be accomplished whenever the distinct security requirements of both genders are recognised as well as resolved equitably. Gender representation will advocate for preventing crimes against women and girls, ensuring access to justice, and promoting gender-responsive

initiatives for female victims of human trafficking and domestic violence are all priorities., as well as sexual harassment, to mention a few instances (UNODC, 2020).

- **Eliminating discrimination**

The study revealed that elimination of any form of discrimination may only be achieved through gender representation in the police force. It was noted that by promoting gender representation, they will be elimination of discrimination at NAMPOL and in the treatment of perpetrators of crime will be eliminated as law would be enforced equally and without discrimination.

When participants were asked if there were any category of jobs which they felt should not be given to women, the findings showed that both genders are capable of performing any task; hence there are no jobs that women cannot perform. In support, Meier (2013) indicated that, women are equally competent as their male counterparts in carrying out their responsibilities and that people felt that female officers are as capable as their male colleagues. In addition, Woods (2015) believes that the adoption of UNSC Resolution 1325 was unique as it concentrated much of the UNSC's attention on women in armed conflict for the first time, recognising women as agents in negotiating and preserving peace rather than just victims. The resolution further recognised female's position and participation in peacebuilding and the effect of armed conflicts on women.

The study also found that departments such as firearms and Special Reserve Force division are more suitable for male officers, who can use their masculine nature to intimidate perpetrators. . In support of this finding it was also noted in literature by Meier (2013) who indicated that a police officer's masculine appearance includes praising violence and hostility, which reflects on how they interpret what police work, should be and who should be doing it. The term "real police work" refers to parts of policing that are considered masculine and require physical prowess, such as subduing defiant arrestees. Contrary to this view Schwanke, (2013) indicated that women officers have shown that they can handle potentially violent situations, communicate with civilians, and that their attitudes are more effective than male muscle power. Also, Gartzia & Van Engen (2012) revealed that the portrayal of police officers as action-oriented crime fighters' conflicts with the majority of situations they are confronted with. They also indicated that administration work is more suitable for women as they perform better in that department.

Another question asked of participants was for them to state their views on the importance of gender representation in the NAMPOL top management cadre. The study findings were that it led to informed decisions, respect of the society and encouragement to women.

- **Informed decision**

The study revealed that gender representation in the management cadre would allow the management cadre to have a better understanding of what needs to be done because both genders would provide a balanced perspective on any issue discussed in top management. This would allow management to make more informed decisions. In support of this view, it was noted in literature that it is advantageous to have a mixed team at the organisational sector's decision-making table. More importantly, the more diversity one has, not only in terms of gender, but also in terms of views and ideas, the more ideas one can get (Europol, 2016). In the study it was noted that lack of gender representation in the management cadre has an impact on the decision made as many decision were seemed biased towards one gender and were not inclusive of both genders.

- **Respect of society**

The study revealed that a balanced management cadre, according to the participants, will mirror the society, which has men and women in various roles maintaining these communities securely and peacefully. Similarly, Arostegui (2015) alluded to a human security-focused security sector analysis of the needs of men, women, boys, and children, and guarantees that women's full and equal involvement meets the community's needs. As a result, it aids in the formation of a more peaceful and secured community.

- **Encouragement to women**

The study revealed that having more women in managerial positions would inspire women to seek promotion and strive for higher positions in the police force. At present, women are discouraged from seeking appointment to higher jobs and aspiring to top positions in NAMPOL.

5.2.2 Causes of underrepresentation of women in the police top management cadre

The findings revealed several causes of underrepresentation of women in top management positions, such as stereotyping, role modelling, administrative bias, lack of experience, lack of support, family responsibility, dominance of males in the force as well as a lack of mentorship.

- **Stereotyping**

The study revealed that notions such as idea that women cannot lead still exist in NAMPOL in the management cadre and this perceived inability to lead has resulted in many women being denied appointment to high management positions. The same was noted by Prenzler and Sinclair (2013) who found that discrimination is firmly ingrained in all aspects of policing. Sexual abuse, male dominance, and gender stereotyping are some of the gender dynamics that women face in the police department. A study by Shikomba (2018) also stated that assigning female officers to stereotypical roles commonly associated with their gender makes it more difficult for their skills to be adequately assessed by their supervisors.

- **Family responsibility**

The study revealed conflicting feelings about family responsibilities as one of the factors preventing women from advancing in NAMPOL. The initial viewpoint was that family responsibilities had operated as a disadvantage because some occupations involve migration, and many people would have established themselves in a particular town, making it tough to leave their families and take up a new position elsewhere in another town. This finding was supported by Meier (2013), that family responsibilities have made it difficult for many women to pursue their aspirations, allowing males to take advantage of opportunities to develop their careers. The opposite point of view was that male peers' attitudes towards women are a myth, and in reality, women are not frightened to pursue promotions because most family members are supportive of their advancement.

- **Administrative bias**

The study revealed that the filling of senior management positions has always been unfair because male officers are given priority over female officers. This has also been noted in literature (Dunne, 2015). Administrative bias is rampant in male-dominated police clusters, and

this has a bearing on females' promotion prospects, highlighting the importance of well-established promotion systems that are gender-neutral.

- **Lack of experience**

The study revealed that some women lacked the necessary management and leadership experience. The findings further revealed that operational experience and the number of years spent in the service have an impact on whether or not someone gets promoted to the management cadre. Literature revealed that women going up the police career ladder must gain suitable leadership skills as well as operational experience to rise to high positions within security clusters (Eakle 2015). In other literature (Coomaraswamy, 2017), female police officers believe that if they want to involve themselves in the promotion process, they will face many organisational impediments, and a lack of experience needed for promotion, as well as opposition from male colleagues within their organisation.

- **Lack of support and role models**

The study revealed that many participants assume that they are not supported by other women in high-ranking positions, including some in the senior management cadre. Equally, the participants revealed further that there is an absence of role models in senior positions to inspire junior officers. Khosa (2019), supports this view and suggests that a shortage of women in top leadership, or even in supervisory roles, poses barriers for female officers in their early careers. Without the leadership of a female veteran to teach recruits they are segregated from informal and formal networks something that is critical to the community of policing.

- **Dominance of males in the force**

The study revealed that NAMPOL is still controlled by men. Despite advancements made by women joining the workforce, the gender gap remains large hence it affects the proportion of women in management positions. In literature it has been noted that in Namibia women continue to be underrepresented in many aspects of the labour force, including top leadership positions. In support of the above with regard to the escalating figures on gender inequality, as shown by the Affirmative Action Report for 2013/14 it was evident that women were under-represented in the labour market (Shejavali, 2018). Furthermore, the gender gap was revealed by UNODC (2020)

which indicated that the gender gap in higher-ranking positions is wide. UNODC further revealed that there have been no female chiefs of police in the ASEAN region, and only a few police departments have female officers in senior leadership positions. Similarly, Norville (2010) established that female under-representation is especially visible in most specialist police force departments.

- **Lack of mentorship**

According to the research, there is an absence of mentors in the police force, which has prevented many women from gaining the skills necessary for advancement into senior commanding posts. Study in United States of America (Ramsey, 2017) revealed that the shortage of mentors in the police system has hampered the advancement of many junior officers into senior positions. Senior male officers may readily mentor junior male officers, allowing them to improve their abilities and knowledge needed to hold a senior post. Likewise, it was found in one study that women in administrative positions did not receive the same mentoring as their male colleagues, which inhibited their growth in security industries (Egnell, 2016).

5.2.3 Effects of the underrepresentation of women on peace and security

The study revealed effects of women underrepresentation on peace and security as follows

- **Poor performance**

The study discovered that women's exclusion or underrepresentation in organisations, particularly the police, has an impact on their performance as in most cases the decisions made will not be representative of the society they serve. However, balancing women and men in organisations leads to innovative ideas coming from a diverse workforce. However, underrepresentation of one gender does not provide the organisation with leverage. This, in turn, influences an organisation's performance.

- **Biased decisions**

The study revealed that when there is an uneven management, most decisions will be made in favour of the dominant gender, which is prejudiced and has an impact on the workers as well as the society. In support of these findings (Schwanke, 2013) indicated that female officers have a significant impact on improvements in security policy and practice. Furthermore, these

improvements have the potential to have long-term positive consequences not only for women but also for the organizations, institutions, and communities that they serve.

- **Limited stakeholder relationship**

The study revealed that underrepresentation of women causes the community, particularly civilian women, to erect barriers against NAMPOL, believing that they are underrepresented in the organisation; hence they will have limited cooperation with law enforcement agencies. This was supported by Egnell (2016) who indicated that if there is no sustainable model of diversified senior leadership within police forces, it will be difficult to develop strong and stable law enforcement agency that people can trust.

5.2.4 Strategies to promote gender equality in NAMPOL

This is what the study found upon making enquiries from the respondents about the strategies NAMPOL has in place that are meant to promote gender equality within the organisation. These are discussed below:

- **National gender policy**

NAMPOL employs many techniques to improve gender equality as noted in this study. Several participants pointed out that NAMPOL's adoption of a national gender policy has resulted in a rise in the number of females in leadership roles, with one participant stating that there are now 43 women serving as deputy commissioners. Chaudhary (2016) stresses that laws and regulations that direct organisations to achieve gender equality in the police department needs to be effectively enforced.

The national gender policy mandate, according to the literature, aims to remove religious practices that obstruct gender equality and equity, mainstream gender in all elements of the expansion process, and achieve long-term equity, equality, and empowerment of both genders in Namibia (MGECW, 2019). Despite NAMPOL's approval of a national gender policy, its implementation in the management cadre has been ineffective and remains a distant reality. Therefore, the necessity for the complete adoption of the policy at all levels within NAMPOL is imminent.

Leadership and management training and development programs are essential in NAMPOL since they prepare both men and women for various top leadership positions. Therefore, the lack of gender equality training at NAMPOL, as noted in the literature, should be addressed for the organisation's success in guaranteeing gender representation at all levels, including the management cadre.

5.3 Summary of chapters

Chapter 1: This chapter gave an overview of the research topic before delving into the background of gender representation in security agencies from a global, regional, and national perspective. Given the low and ineffective participation of women in security leadership positions (positions of influence), it is arguable that if women were better represented in security sectors such as management cadres, there would be a greater chance of peaceful conflict resolution. As a result, this study determined that gender roles in peace and security must be examined, with a particular focus on the NAMPOL top management cadre. The study brings out the research problem which shows that eight (8) women are in the Namibian top management cadre which represented only 20% compared with 80% of male officers. The chapter also indicated the purpose of the study which was the important roles women play in peace and security. The chapter further highlights the research objectives, the main objective being to establish the role played by gender representation in effecting peace and security. The limitations and strengths were outlined in the chapter and lastly, the key terms of the study, such as gender equality and career progression were discussed.

Chapter 2: This chapter began with an overview of the literature, beginning with the theories that guided this study, such as feminist theory and social role theory. Namibia's security sectors, particularly NAMPOL, were examined, with more discussion on NAMPOL's role. The role of police in national security was underlined, which included protecting democratic institutions from subversion or terror, ensuring the integrity of the nation's boundaries, and making decisions. Women's contribution to peace and security processes is becoming more important, to the role of gender in peace and security. Women have emerged as global peacemakers, community mobilisers and users of societal roles and networks to have talks and reduce violence.

Gender equality strategies such as changing organisational culture and gender training were examined in depth.

The chapter then went on to discuss the problems experienced by female police officers whose advancement to senior positions has been hampered by stereotyping, lack of leadership experience, and a lack of female role models. Frameworks were also presented by several countries on sustainable Development Goals 5 and 16 and National Action Plans, for example: Namibian policies and plans such as UNSCR 1325, National Action Plan, National Gender Police, National Development Plan 5, Namibia Vision 2030, and SWAPO 50-50 Gender Equality. Then, empirical studies from a variety of countries found that women are underrepresented in their police forces, particularly at the upper levels.

Chapter 3: The chapter described the research methodology of the study. A qualitative approach was used in the study to effect understanding and a clear interpretation of raw data from respondents. In addition, a comprehensive description of the research design was deliberated. Furthermore, the chapter indicated that qualitative methods and an exploratory design were used for this study and deemed appropriate. The identification of the study population was explained. Two hundred commissioned officers in NAMPOL were selected and the criteria for their selection from the Chief Inspector to Inspector General were discussed. From the study population a sample of fifty participants were selected and forty participants' responses were received. The sampling method was discussed. Purposive sampling was selected because the researcher ought to select participants who were deemed suitable for the study, having the knowledge required. Further, the chapter outlined sources of data and the instruments used for data collection, namely email interviews. The chapter outlined the research procedure which was to seek permission from the Inspector General's office to conduct the study and a clearance letter from UNAM. The data was analysed using thematic analysis and this data was extracted through email interviews which were conducted with respondents. Finally, research ethical considerations which were observed during this study were described.

Chapter 4: This chapter presented the data yielded by the study which were qualitative in nature. It summarised the demographic data such as gender of participants, ranks, position, level of education and number of years in service. The themes that emerged from the research were thoroughly analysed to show how they related to the research objectives. The four themes of the

study were gender roles in peace and security, causes of underrepresentation of women in peace and security, effects of women underrepresentation in peace and security and strategies to promote gender equality in the management cadre.

Chapter 5: This chapter presented discussions from findings linking them to the literature findings. They were then followed by a summary of chapters 1 to 5. The conclusion of the study presented the main goal of the study which was to analyse gender roles in peace and security. The chapter also presented the findings of each sub-objective of the study. Finally, the recommendations of the study are presented.

5.4 Conclusion

The study's major goal was to determine gender roles in peace and security, with a particular focus on NAMPOL's managerial cadre. The found research gap was that men and women have dissimilar roles in peace and security, and underrepresentation of one gender has an impact on how peace and security operations are managed. The study's major focus was a case study of NAMPOL's top management cadre, as it was discovered that only 8 women out of 40 make up the cadre. As the senior management cadre is the highest level in NAMPOL, this equated to a 20% representation of women in the management cadre, which has an impact on peace and security in Namibia. This prompted the researcher to investigate the role played by gender representation in effecting peace and security. The sub-objectives were: identify the causes of underrepresentation of women in the NAMPOL top management cadre; explore the effects of underrepresentation of women in the NAMPOL top management cadre on peace and security and recommend strategies that should promote gender equality in NAMPOL top management cadre positions. The study was qualitative in nature which used exploratory research design. Thematic analysis was used to analyse the data, and this led to raw data being transformed into the meaningful information presented in chapter 4.

5.4.1 Main objective: To analyse the role played by gender representation in effectuating peace and security.

The study discovered that the role of gender representation in peace and security leads to the participation of women in peace and security missions. Women bring qualities that men lack,

5.4.2 Objective 1: To identify the causes of underrepresentation of women in the NAMPOL top management cadre

This objective was based on finding out the causes of the underrepresentation of women in NAMPOL top management cadre and the findings revealed several causes such as stereotyping, family responsibility, administrative bias, lack of experience, lack of role models and lack of support, dominance of males in the force as well as a lack of mentorship. The above emerged as the major causes of underrepresentation hence the need for NAMPOL to follow the recommendations suggested in this study to resolve these causes. This objective was successfully achieved as the causes were identified in the study.

5.4.3 Objective 2: To explore the effects of underrepresentation of women in the NAMPOL top management cadre on peace and security

This objective focused on the effects of women underrepresentation in the management cadre and these effects were poor performance of the management cadre, biased decision-making thus decisions made in the management cadre may favour one gender and a lack of understanding or a relationship with stakeholders, hence a relationship with the community which will be strained as decisions made may affect the majority of the populace which is comprised of women and children.

5.5 Recommendations

This section presents study recommendations based on research findings, with the hope that these recommendations will address the effects of women underrepresentation in the top management cadre, as well as recommendations that the Namibian Police Force could adopt to achieve 50/50 gender representation in all ranks. The following are some of the recommendations made by the study.

5.5.1 Recommendations on the role of women in peace and security

Recommendation 1

Increase the number of females in the management cadre, as research suggests that women make good peace negotiators; therefore, women in NAMPOL should be sent on more peacekeeping operations in order to fulfil Namibia's peace goal.

Recommendation 2

Women should play an active role in decision-making because they are thought to effect tranquillity, and this composure may result in efficient decision-making in critical situations, ensuring the safety of Namibia's communities and the country's peace.

Recommendation 3

Women should be more involved in the creation of rules and regulations that inform the conduct of NAMPOL operations. Doing so would alter the conduct of policing in Namibia resulting in the protection of vulnerable groups such as youth and children.

Recommendation 4

Women should be involved in the tactical planning of peace and security missions in the country because they bring different perspectives on how to approach security threats to Namibia. Having diverse ideas during planning will result in effective decision making and execution to eliminate any security threats the country faces.

Recommendation 5

Women in NAMPOL may play an educator role in their communities, allowing them to modify present society norms regarding the abuse of women by men by instilling a new culture that entails children's peace cultures that will provide a basis for peaceful family and community living.

5.5.2 Recommendations to rectify underrepresentation at NAMPOL

Recommendation 6

NAMPOL must develop its own gender policy for hiring, retention, promoting, and developing female officers rather than relying on national gender policy and international policies. This will create an environment that promotes women, encourages them to take on leadership roles and removes any doubts or anxieties they may have about their ability to do so.

Recommendation 7

Programs designed exclusively for female police to help them improve their skills. This allows female officers to challenge male dominance and empowers them to use their skills, as well as the skills of those currently in high management, to urge other officers to apply for promotion to top positions and eventually be assigned to the management cadre.

Recommendation 8

Change the attitude and impression of war veterans as the only people qualified for senior management positions. Management has a bigger task to do in terms of changing the organisational culture that has been utilised to promote officers to high management positions, as this will encourage anyone without a military background to pursue top management positions.

5.5.3 Recommendations on strategies to achieve gender representation in leadership positions

Recommendation 9

Senior officers are to be required to mentor junior female officers. Making it mandatory for each junior officer to have a mentor will be beneficial to their growth, as evidenced by literature and studies that mentorship prepares women for leadership roles and provides them with the courage to pursue their objectives in the organisation.

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SECTION A: DEMOGRAPHICAL CHARACTERISTICS OF THE RESPONDENTS

Please tick in the appropriate box

1. What is your gender?

Male	
Female	

2. What is your age group?

18-24	
25-34	
35-44	
45-54	
55-64	
65+	

3. What is your highest level of education?

High school or less	
Some college	
Bachelor's degree	
Master's degree	
Doctoral degree	

ANNEXURE 1: INTERVIEW GUIDE

Dear Respondent:

Thank you for participating in this study. My name is Gabriel Shawapala, a Master of Arts in Security and Strategic Studies student at the University of Namibia. I am conducting a research titled: **“Gender roles in peace and security: a case study of gender representation in the Namibian police force management cadre”**

You are politely requested to participate in this study by answering these questions.

SECTION A: DEMOGRAPHICAL CHARACTERISTICS OF THE RESPONDENTS

Please tick in the appropriate box

1. What is your Gender?

Male	
Female	

2. What is your current rank?

Deputy Inspector General	
Commissioner	
Deputy Commissioner	
Chief Inspector	

3. What is your current position?

Deputy Inspector General for Operation	
Deputy Inspector General for Administration	
Head of Directorates	
Regional Commander	
Head of 1 st Division	
Head of Sub-division	

SECTION B: OPEN ENDED QUESTIONS

4. What is your age category?

18 – 30	
31- 40	
41- 50	
51 +	

5. What is your highest level of education?

Grade 10/12	
Certificate	
Diploma	
Bachelor's degree	
Bachelor of Honours' degree	
Master's degree	
Doctorate	
Others (Specify)	

6. For how long have you been employed by the Namibian Police Force (NAMPOL)?

Less than 5 years	
6-10	
11-15	
16-20	
21-25	
25+	

SECTION B. OPEN – ENDED QUESTIONS

THEME 1. Role of gender representation in peace and security

1.1 What roles does gender representation play(s) in peace and security?

.....
.....
.....

1.2 State the importance of gender representation in the NAMPOL top management cadre?

.....
.....
.....

THEME 2. Causes of underrepresentation of women in the police top management cadre:

2.1 What causes underrepresentation of women in the NAMPOL top management cadre posts?

.....
.....
.....

2.2 To what extent does the current policy on promotions in NAMPOL support gender representation?

.....
.....
.....

THEME 3: Effects/impact of women underrepresentation on peace and security

3.1 What effects does underrepresentation of women on top leadership positions have on the performance of the organisation?

.....
.....
.....

3.2 What influence does male-dominated management cadre of the NAMPOL have on decision makings process?

.....

.....
.....
THEME 4. Strategies to implement 50/50 gender representation in the police top management cadre:

4.1.1 What strategies does NAMPOL have in place which support gender representation policies in leadership positions?
.....
.....
.....

4.1.2 What should be done to ensure that 50/50 gender representation is effectively implemented in NAMPOL management cadre?
.....
.....
.....

THANK YOU FOR YOUR TIME!!!

Signed by participant:
Participant Signature: Date:
Researcher Signature: Date:
Researcher Name: Gajraj Shrivastava

ANNEXURE 2: INDIVIDUAL PARTICIPANT CONSENT FORM

“GENDER ROLES IN PEACE AND SECURITY: A CASE STUDY OF GENDER REPRESENTATION IN THE NAMIBIAN POLICE FORCE MANAGEMENT CADRE”

Participant number.....

You are humbly requested to voluntarily participate in this research. The research's main purpose is to obtain members opinions on gender roles on peace and security with specific focus on the implementation of 50/50 gender representation policy within the Namibian police force top management cadre. This research is highly important to me because I am conducting it in partial fulfilment of the Masters of Arts in Security and Strategic Studies through University of Namibia. Your consent to participate in the research is fundamental to this research, therefore, kindly answer the consent and related questions below:

S/N	QUESTION/ COMMENT	YES/NO	
1	Do you freely and at your own volition, volunteer to participate in the research?		
2	Do you know the researcher's name?		
3	Were the roles of the researcher explained to you?		
4	Was the purpose of the research explained to you?		
5	Did the researcher inform you about your right to elect to participate, or not to participate or to withdraw at any time during the interview?		
7	Did the researcher inform you about your right to privacy, confidentially and anonymity?		
8	Did you grant the researcher permission for interview schedule with open - ended questions?		
9	Did the researcher inform you that the telephone interview with him will be automatically recorded?		

Signed by participant at


Participant signature.....Date.....

Researcher signature.....Date.....


Researcher's names: **Gabriel Shawapala**

ANNEXURE 3: CLEARANCE LETTER- NAMPOL

POL 716



REPUBLIC OF NAMIBIA



Namibian Police Force

MINISTRY OF HOME AFFAIRS, IMMIGRATION, SAFETY AND SECURITY

Tel. No: (+264 61) 209 3111
Fax: No: (+264 61) 220 621
Enquiries: Dep/Comm Ouses / W/O (1) Ngesheya
Our Ref.: 016392/6
Your Ref.:

OFFICE OF THE INSPECTOR-GENERAL
Namibian Police Force
Private Bag 12024
Ausspansplatz
WINDHOEK
Namibia

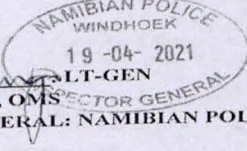
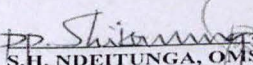
15 April 2021

The Regional Commander
Oshikoto Region
Namibian Police Force
Private Bag 4006
OMUTHIYA

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH IN THE NAMIBIAN POLICE FORCE FOR ACADEMIC PURPOSE: NO. 016392 WARRANT OFFICER¹ G. SHAWAPALA: SPECIAL RESERVE FORCE SUB-DIVISION, OSHIKOTO REGION

1. Receipt of your evenly numbered letter dated 12 April 2021 regarding the above subject matter is hereby acknowledged with thanks.
2. **No. 016392 Warrant Officer¹ G. Shawapala** applied to conduct a research in the Namibian Police Force, titled: *"Gender roles in peace and security: a case study of gender representation in the Namibian Police Force management cadre."*
3. The application is **approved**. Hence, internal arrangement should be made with relevant offices to conduct the research.
4. The member should be urged to ensure that the information given to him will be treated with high level of confidentiality and will not be used for any other reason other than of this academic research.
5. The member's interest and willingness to carry out a research within the Namibian Police Force is highly appreciated.
6. Kindly for your information and inform the member accordingly.

Best regards,



S.H. NDEITUNGA, OMS
INSPECTOR-GENERAL: NAMIBIAN POLICE FORCE

ANNEXURE 4: ETHICAL CLEARANCE – UNAM

University of Namibia, Private Bag 13301, Windhoek, Namibia
340 Mandume Ndemufayo Avenue, Pioneerspark
☎ +264 61 206 3111; URL: <http://www.unam.edu.na>



11th May, 2021

Dear Sir/Madam

REQUEST FOR PERMISSION TO CARRY OUT RESEARCH

Research is an integral part of postgraduate studies at the University of Namibia (UNAM). It is carried out in partial fulfilment of the requirements for the award of Postgraduate degrees. Against this background, I write to kindly request your permission to allow **Gabriel Shawapala, (student no. 219371271)** who is completing his/her Master of Security Studies (MASSS) degree at the School of Military Science, UNAM, carry out studies in your facility.

The titled of the study is, ***GENDER ROLES IN PEACE AND SECURITY: A CASE STUDY OF GENDER REPRESENTATION IN THE NAMBIAN POLICE FORCE MANAGEMENT CADRE*** The student will use the methods of questionnaire and interview to collect data from stakeholders. The data collected will be used specifically for academic purposes and will not be passed on to a third party in accordance with research ethics and UNAM's confidentiality policy.

It would be highly appreciated if your good office would facilitate the student's study by granting him permission to carry out his/her study in your organisation. I thank you for your continued support and kind consideration of our request.

Yours Sincerely

A handwritten signature in black ink, appearing to read "Obinna", written in a cursive style.

Dr. Iroanya Richard Obinna
Acting Associate Dean
School of Military Science
University of Namibia, Windhoek

ANNEXURE 5: EDITOR'S LETTER

ACET Consultancy
Anenyasha Communication, Editing and Training
Box 50453 Bachbrecht, Windhoek, Namibia
Cell: +264814218613
Email: mlambons@yahoo.co.uk / nelsonmlambo@icloud.com

25 October 2021


To whom it may concern

LANGUAGE EDITING – GABRIEL SHAWAPALA

This letter serves to confirm that a **MASTER OF ARTS IN SECURITY AND STRATEGIC STUDIES** thesis entitled *GENDER ROLES IN PEACE AND SECURITY: A CASE STUDY OF GENDER REPRESENTATION IN THE NAMIBIAN POLICE FORCE MANAGEMENT CADRE* by GABRIEL SHAWAPALA was submitted to me for language editing.

The was thesis professionally edited and track changes and suggestions were made in the document. The research content or the author's intentions were not altered during the editing process and the author has the authority to accept or reject my suggestions.

Yours faithfully



DR NELSON MLAMBO
PhD in English
M.A. in Intercultural Communication
M.A. in English
B. A. Special Honours in English – First class
B. A. English & Linguistics