# **CHAPTER 8**



# Peace building an conflict resolution

# Article 28



#### **KEY POINTS**

Women officers in Namibia's Correctional Services take part in a Namibian Multi-Stakeholder Conference for the development of the Namibia National Action Plan on Women Peace and Security in Windhoek in July 2017.

Photo: Cheryl Hendric Photo: Cheryl Hendricks

- The Southern Africa Development Community (SADC) Secretariat adopted a Regional Framework for Mainstreaming Gender into the SADC Organ. It calls on all countries in SADC to adopt Women, Peace and Security (WPS) National Action Plans (NAPs).
- The DRC and Angola have adopted UNSCR 1325 NAPs. Namibia is validating its NAP.
- The DRC failed to hold elections in 2017. It remains in a tenuous state with elections now scheduled for December 2018.
- In the run up to Madagascar's elections the country saw a re-emergence of violent protest over its new electoral laws.
- Zimbabwe saw the ousting of its long-time president, Robert Mugabe, in November 2017 and the inauguration of Emmerson Mnangagwa as president.
- Publicly accessible data on women in the security sector in Southern Africa remains a challenge to access. The Barometer annually produces much of the data that exists in the public domain. This makes it difficult to track progress. The situation is not consistent with global norms.
- Eight SADC countries deployed troops and support to peacekeeping missions in 2017.
- The number of peacekeepers deployed appears to be declining in many countries. Zimbabwe and Namibia continue to deploy the most female peacekeepers, while South Africa and Tanzania deploy the largest number of peacekeepers.

**SADC** countries deployed troops to peacekeeping missions in 2017

countries now have

Table 8.1: Trends in peace-building and conflict resolution since 2009								
	Baseline 2009	Progress 2018	Variance (Progress 2018- 2030 - target)					
COUNTRIES WITH UNSCR NATIONAL ACTION PLANS (NAPS)								
15 countries with UNSCR National Action Plans	1 country (DRC)	3: DRC is revising its NAP. Angola adopted its NAP in 2017 and Namibia is validating its NAP	12 countries (Botswana, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Seychelles, South Africa, eSwatini, Tanzania, Zambia and Zimbabwe)					
	COUNTRIES WITH SEX DISAGGREGATED DATA ON DEFENCE							
15 countries with sex disaggregated data on defence	5 countries (Botswana, Madagascar, Malawi, South Africa and Zimbabwe)	14 countries (Angola, DRC, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, eSwatini, Tanzania, Zambia and Zimbabwe)	Only Madagascar remains without					
PROPORTION OF WOMEN IN DEFE								
Highest	South Africa (24%)	South Africa (30%)	-20%					
Lowest	DRC (3%)	DRC (3%)	-47%					
COUNTRIES WITH SEX DISAGGREO								
Fifteen countries with sex disaggregated data on the police force	Six countries (Botswana, Mauritius, Mozambique, Namibia, South Africa and Zambia)	All SADC countries now have sex disaggregated data						
WOMEN IN THE POLICE FORCE (%)								
Highest	South Africa (21%)	Seychelles (39%)	-11					
Lowest	Mozambique (7%)	DRC (6%)	-44					
	COUNTRIES THAT INCLUDE WOMEN IN PEACE SUPPORT OPERATIONS							
15 countries include women in	7 countries (DRC, Malawi,	8 countries (Botswana,	7 countries (Angola, DRC, Lesotho, Mauritius,					
peacekeeping forces	Namibia, South Africa, Tanzania, Zimbabwe and Zambia)	Madagascar, Malawi, Namibia, South Africa, Tanzania, Zimbabwe and Zambia)	Mozambique, Seychelles and eSwatini)					
PROPORTION OF WOMEN IN PEACE SUPPORT INITIATIVES (%)								
Highest	Namibia (46%)	Zimbabwe (35%)	-50					
Lowest	Tanzania (6%)	Tanzania (5%) and DRC (none)						

Source: Gender Links, 2018.

As illustrated in Table 8.1, South Africa is the only country to have reached 30% for women's representation in defence, still a long way from 50/50 representation. Other key trends include:

- Botswana now recruits female privates, which has increased the number of women in the Botswana Defence Force (BDF) from 1% to 5%.
- There is a need for SADC countries to make data publicly available to track the implementation of its own strategy on women, peace and security.
- Seychelles, at 39% for women's representation in the police, remains the highest in SADC on this indicator. Namibia has the second highest representation of women in the police in the region at 38%. Nine countries have reached or gone beyond the 20% mark.
- Experts rank the Botswana Police Force as the best in Africa.
- Sex disaggregated data is least available for correctional services, yet this is a sector that employs a high number of women. This report does not include findings on this indicator as it is difficult to access any data.

- SADC, despite all the training of women that has taken place in the region, is still not deploying many women as mediators in conflict situations.
- · Only eight SADC countries deployed peacekeepers to UN missions in 2017: DRC, Madagascar, Malawi, Namibia South Africa, Tanzania, Zambia and Zimbabwe.

## Background

In 2018, the African Union (AU) adopted the Continental Results Framework for Monitoring and Reporting on the Implementation of the Women, Peace and Security Agenda in Africa. It provides African countries with a set of indicators to track and monitor progress and challenges. State parties can use these for national self-assessment and dialogues on the state of Women in Peace and Security (WPS). This framework will go a long way in encouraging member states to adopt and implement UN Security Council Resolution 1325 (UNSCR 1325), which affirms that peace and security efforts are more sustainable when women are equal

partners in the prevention of violent conflict, the delivery of relief and recovery efforts and in the forging of lasting peace. The framework also standardises reporting mechanisms, complemented by the revised AU Gender Policy and Gender Strategy 2018-2027. Networks such as FemWise, which facilitates and supports women's participation in peace processes and preventative diplomacy, and the African Women's Leaders Network, also play key roles in progressing Africa's WPS agenda.

To date, 74 countries have adopted National Action Plans (NAPs) for the implementation of UNSCR 1325.1 Of these, 22 are in Africa and two in Southern Africa (Angola and DRC). Namibia is preparing to adopt a NAP. Additionally, in 2017, SADC adopted a regional strategy for the implementation on WPS and validated a regional training manual on trafficking in persons. These frameworks call for the participation of women in peace and security structures and processes; the prevention of violence against women; and the protection of women during conflict. Since the adoption of UNSCR 1325, in 2000, stakeholders have developed frameworks but shows mixed progress in including women in, and transforming, the delivery of peace and security globally.



Bineta Diop, AU Special Envoy on Women Peace and Security, and Levinia Addae-Mensah from West Africa Network for Peacebuilding (WANEP), meet at the AU in October 2017 to discuss the Continental Results Framework.

Photo courtesy of Africa Union

There has, for example, been an increase in mentions of women in UN resolutions and in peace agreements. However, women's inclusion in peacekeeping activities has stagnated: they only represent 4.7% (of 91 058 UN peacekeepers) as of 31 March 2018.2 Women in peace-making remain more at the level of observer status rather than as signatories, negotiators or mediators. Many challenges also remain around the protection of women in conflict situations and the prevention of violence against women.

Violence remains common in the DRC, which has hosted a UN peace support operation, the UN Organisation Stabilisation Mission (MONUSCO), for two decades. Additionally, the SADC-deployed Force Intervention Brigade (FIB) has operated in the DRC since 2013. Over the past year, however, the humanitarian crisis has deepened with continued deterioration of the security situation. DRC has recently seen the displacement of an estimated 1.9 million new people, while 120 000 have fled beyond its borders. Women comprise 78% of all displaced people and refugees from DRC.3 This brings the total to approximately 4.49 million internally displaced persons (IDPs) and 630 000 refugees from DRC hosted in the region.4 Displacement increases women's vulnerability and exposure to sexual and gender-based violence (GBV). The DRC has a NAP and the region has a strategy for WPS. Stakeholders now must translate these strategies into action to ensure improvement in the overall security situation and increased security for women.

## **SADC Organ on Politics Defence and** Security

Lawmakers created the SADC Organ for Politics, Defence and Security (the Organ) in 1996, tasking it with maintaining peace and security in the region. The Organ focuses on six key areas: politics and diplomacy; defence; police; state security; public security; and regional peacekeeping.

A woman, Tanzania's Stergomena Tax, holds the position of SADC executive secretary. The SADC Organ operates on a Troika system whereby the SADC Summit and Organ Troika Summit are mutually exclusive; and the chairperson of the Organ does not simultaneously hold the chair of the Summit. The Protocol on Politics, Defence and Security Cooperation regulates the Organ structure. Like the Summit chair, the Organ chair rotates on an annual basis.5

adopted

Peacewomen.org [accessed on 20 May 2018].
"Summary of Troop Contributions to UN Peacekeeping Operations by Mission, Post and Gender." [accessed at peacekeeping.un.org].
UNHCR Congolese Situation: Responding to the Needs of Displaced Congolese and Refugees. Supplementary appeal January to December 2018. [accessed at reporting.unhcr.org on 19 May 2018].

See UNOCHA website 5 https://www.sadc.int/about-sadc/sadc-institutions/org/

SADC is peaceful countries in Africa

Angola currently chairs the Organ and Tanzania is the outgoing chair. Zambia is the incoming Chair (in August 2018). For 2017-2018, the Organ has been dealing with political conflict in the DRC. Lesotho, Madagascar and Zimbabwe. SADC lists its peace and security challenges as that of armed conflict, terrorism, HIV and AIDS, landmines, external aggression, reintegration of ex-combatants and rehabilitation of child soldiers, disaster relief, trafficking of small arms and light weapons, illegal migration, and maritime piracy.6 The Organ has yet to integrate a gender perspective into its threat perceptions.

#### **State of Peace and Security in Southern Africa**

SADC saw dramatic changes in its political landscape in 2017/2018. In Angola, João Lourenço replaced long time President Jose Eduardo dos Santos. In Botswana, Mokgweetsi Masisi replaced President Ian Khama after Khama duly ended his two terms, and the people of Lesotho elected Tom Thabane as Prime Minister. Meanwhile, Cyril Ramaphosa replaced Jacob Zuma as president in South Africa and Emmerson Mnangagwa replaced long time Zimbabwe President Robert Mugabe. The military played a large role in Zimbabwe's "assisted transition."



In 2018, terror attacks in Cabo Delgado in northern Mozambique had some in SADC worried about growing instability in the Photo courtesy of BBC News

The 2018 Global Peace Index (GPI) indicates that SADC is home to seven of the ten most peaceful countries in Africa (Botswana, Madagascar, Malawi, Mauritius, Namibia, Tanzania and Zambia) - the same findings as in 2017. DRC saw the largest deterioration in the region, according to the GPI, caused by violent protests that erupted following an election delay. In April 2018, Madagascar also saw political violence in relation to proposed new electoral laws and hence had a decline in peacefulness. Moreover, incidents of terrorist activities that left several people dead took place in June 2018 in Cabo Delgado in Northern Mozambique, which has regional experts worried about further instability in Mozambique. The 2017 Mo Ibrahim Index reveals a trend of some Southern African countries declining in terms of governance. These include Angola, Botswana, Mauritius, Lesotho, Zambia and Malawi. Meanwhile, the index put South Africa and Madagascar in a category of "slowing deterioration and bouncing back."7 Governance deficits can create peace and security challenges. In SADC, governance challenges relate to corruption, credibility of elections, service delivery, authoritarianism and attempts to extend presidential term limits.



Conflict in the oil rich Cabinda province continues to affect **Angola**. The region has recently seen clashes between separatist movements and

the armed forces. In April 2018, President Lourenço sacked the chief of staff of the armed forces, the head of foreign intelligence and the son and daughter of former president Dos Santos, as he seeks to tackle the culture of corruption and nepotism and to assert his own authority in governing the country. Lourenço will have to deal with the country's declining economy and dependency on oil.

Botswana saw a peaceful handover of power in April 2018 with the inauguration of a new president, Mokgweetsi Masisi of the Botswana



Democratic Party. Former President Khama represented one of the few presidents in Southern Africa who openly critiqued abuse of power, electoral irregularities and human rights violations in the region. Botswana remains one of Africa's most stable countries. It, however, continues to have one of the highest HIV and AIDS infection rates in the world.



**DRC** has yet to hold national multiparty elections which were due in 2016. This has generated many ongoing protests in the country, with

the belief that President Kabila is stalling on stepping down now that his term limit has expired. In December 2016, Catholic Church leaders mediated an agreement (the Saint Sylvester Agreement) between the government, opposition and civil society in which stakeholders agreed to hold elections before December 2017. The election date has once again been postponed to 23 December 2018. Meanwhile, the International Criminal Court acquitted former opposition leader Jean-Pierre

SADC website.

<sup>2017</sup> Ibrahim Index of African Governance [s.mo.ibrahim.foundation accessed on 20 May 2018].

Bemba Gombo on charges of war crimes and crimes against humanity in June 2018. This is likely to have an impact on the next presidential elections.

The DRC is once again facing dire humanitarian and human rights challenges and the conflict in its eastern region continues unabated. Police have violently cracked down on popular dissent. In addition, about 70 armed groups remain in the east of the country despite the longstanding presence of a peace mission and the deployment of the Force Intervention Brigade. The DRC is also currently experiencing an Ebola outbreak in the northwest; the ninth outbreak in the country. The early detection and administering of the vaccine will likely contain the spread of the virus.



Lesotho legislators established a commission to conduct a national dialogue on the implementation of multi-sector reforms (constitutional,

parliamentary, security, judicial and public service) prior to elections in 2017. They expressed dissent, however, over the proposed National Reform Commission Bill, with the opposition claiming that government had not consulted them on its draft and that any dialogue should happen before a bill's passage. Meanwhile, SADC leaders extended the mandate of the SADC Preventive Mission in the Kingdom of Lesotho (SAPMIL), a standby force to foster a conducive environment for the implementation of the above-noted reforms, by another six months to November 2018.



Protesters took to the streets in Madagascar last year in clashes that turned violent following political turmoil.

Photo: Zotonantenaina Razanandrateta



Madagascar saw a re-emergence of violent protests in April 2018. New electoral laws, which opposition parties asserted would bar some

presidential candidates from standing in elections

due in November 2018, sparked the violence. The Constitutional Court ordered the president to form a new government of national unity on 25 May 2018. Prime Minister Olivier Solonandrasanna willingly stepped down and leaders appointed the national unity government on 11 June 2018. It consists of 31 members, including eight women. The UN appointed Senegalese politician Abdoulaye Bathily as its special envoy to Madagascar to help settle the dispute, whilst the AU appointed Ramtane Lamamra of Algeria as its high representative. SADC also redeployed former president of Mozambique Joaquim Chissano to Madagascar to facilitate a national dialogue and to work on a common approach with the UN and the AU. The Independent National Electoral Commission and members of the government have yet to determine the new election dates.



The **Mozambique** government may see an end to its longstanding civil war with Renamo, the Mozambican National Resistance, after the death

of its leader, Alfonso Dhlakama. The ruling party, however, must address the grievances of economic marginalisation and over-centralisation of power that Renamo raised.8 It will also have to undertake the demobilisation and reintegration of Renamo soldiers. Since October 2017, Mozambique has seen an increase in terrorist incidents carried out by a group calling itself Ahlu Sunna Wa -Jama in Cabo Delgado Province.9 These incidents - attacks on police and military posts and beheadings of civilians, including women and children - have resulted in many people fleeing from the region. Many analysts note that this is another violent extremist group with possible links to other jihadist organisations.

In 2018, **South Africa** saw a recall by the governing African National Congress (ANC) of President Jacob Zuma and the inauguration of



President Cyril Ramaphosa on 15 February 2018. Rampaphosa must deal with a divided ruling party, a struggling economy, major corruption in state enterprises, a resurgence of debates over land titles and high crime rates. The national cost of violence in South Africa is at 19% of its GDP. 10 The country averages around 18 500 murders per year and 50 000 sexual offences. Xenophobia, homophobia and sexism also remain a serious challenge in South Africa. As South Africa moves towards national elections in 2019, it needs to be vigilant about political killings. The Moerane Commission is investigating a spate of political killings in the KwaZulu-Natal region. The Independent Electoral Commis-

Peter Fabricus. 2018. "Is another Boko Haram or al Shabaab erupting in Mozambique?" ISS Today 14 June

10 "What is the situation in South Africa? [Saferspaces.org accessed on the 2 June 2018]

remain a challenge South Africa

Michael Aeby. 2018. Peace and Security Challenges in Southern Africa: Governance Deficits and Lacklustre Regional Conflict Management. Policy Note No.4. Nordiska Africa Institute.

International observers



Zimbabwe

sion (IEC) provincial electoral commissioner noted that, of its 391 councillor posts, 93 became vacant following the deaths of sitting elected representatives and, of the 111 ward councillors, 31 became vacant because of deaths of elected representatives. Since 2016, 19 councillors have died. 11 In areas of intense political risk, South Africa will likely see a decline in the number of women participating in elections.



The **Zimbabwe**an military forced Robert Mugabe to step down in November 2017 after factionalism overwhelmed the

Zimbabwe African National Union-Patriotic Front (ZANU-PF) ruling party. During the power struggle, Mugabe fired Emmerson Mnangagwa from his post as vice president and expelled Mnangagwa from ZANU-PF. The army stepped in on 15 November 2017 and took control of government, noting that "we wish to make it abundantly clear that this is not a military takeover of government. What the Zimbabwe Defence Forces (ZDF) is doing is to pacify

a degenerating political, social, and economic situation in our country which if not addressed may result in violent conflict." 12 This "military-assisted transition" ended 37 years of rule by Mugabe. Mnangagwa was sworn in as president, bringing the general who led the overthrow, Constantino Chiwenga, into his cabinet as vice president. This involvement of the military in politics sets an ominous precedent for civil military relations in Southern Africa. Lesotho and Madagascar have already have already seen similar military involvement. There is a pressing need for security sector reform. Zimbabwe's negotiation of the transition is crucial as it faces enormous challenges of institutionalising the rule of law, growing the economy, reducing corruption, and fostering national reconciliation.<sup>13</sup> Zimbabwe has scheduled national elections for July 2018. These will once again pit ZANU-PF against the Movement for Democratic Change (MDC), both with new leaders at the helm. It is likely to be a highly contested election. For the first time in 16 years, international electoral observers will oversee a Zimbabwean election.

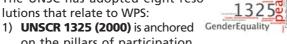
## **Progress in implementation of UNSCR Resolution 1325**



Article 28: State parties shall put in place measures to ensure equal representation and participation in key decision-making positions in conflict resolution, peace building, peace-keeping in accordance to UN Security Council Resolution 1325 on Women, Peace and Security and other related resolutions.

In September 2015, the UN adopted Agenda 2030, the new framework guiding global development. This agenda has 17 goals and 169 targets, including Goal 5 on gender equality and Goal 16 on peaceful societies. 14 The 2030 Agenda provides a valuable tool for advancing the UNSC resolutions on WPS.

The UNSC has adopted eight resolutions that relate to WPS:



- on the pillars of participation, prevention, protection and relief and recovery;
- 2) UNSCR 1820 (2008) recognises sexual violence as a tactic of war;
- 3) UNSCR 1888 (2009) strengthens efforts to end sexual violence in conflict by calling for the position of a Special Representative of the Secretary-General;

- 4) UNSCR 1889 (2009) establishes indicators for the monitoring of resolution 1325 and calls for the Secretary-General to submit a report to the Security Council on women's participation and inclusion in peacebuilding;
- 5) UNSCR 1960 (2010) establishes a monitoring and reporting mechanism on sexual violence in conflict;
- 6) UNSCR 2106 (2013) focuses on accountability for perpetrators of sexual violence in conflict;
- 7) UNSCR 2122 (2013) addresses persistent gaps in implementing the WPS agenda; positions gender equality and women's empowerment as critical to international peace and security; recognises the differential impact of all violations in conflict on women and girls; and calls for consistent application of WPS across the Security Council's work; and

<sup>11 &</sup>quot;Due to political killings, KZN has had the most by elections in SA" [News 24.com accessed on 2 June 2018]
12 Cited in Piers Pigou "The Zimbabwe Defense Forces have taken control of the country. What exactly happened? [accessed at

crisisgroup.org on the 4 June 2018]

13 International Crisis Group. "Zimbabwe's Military-Assisted Transition and Prospects for Recovery" Briefing No.134 December 2017.

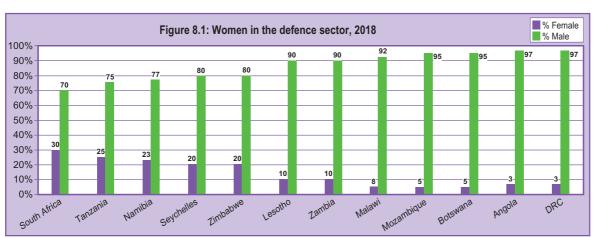
14 Loswick, A., Naidoo T., Smith R., Dhlamini M. and Mawowa S. (2016) "Gender, Peace and Security and the 2030 Agenda: A way forward for South Africa."

8) UNSCR 2242 (2015) establishes the Informal Experts Group (IEG); addresses persistent obstacles to implementation including financing and institutional reforms; focuses on emerging threats such as terrorism; and affirms the role of regional organisations and civil society in implementing the agenda.

Although SADC has seen some progress on the development of NAPs on WPS, it remains far too slow. Lawmakers adopted the DRC NAP in 2010 and are now revising it. Angola adopted its NAP in June 2017, for the period 2017-2020. The Ministry for Family and Promotion of Women and the

Ministry of National Defence and Interior developed it. Legislators will validate the Namibia Forward National Plan of Action on Women Peace and Security: Moving United Nations Security Council Resolution 1325 Forward in July 2018; it covers the period 2018-2022. The Ministry of International Relations and Cooperation, Ministry of Defence and the Ministry of Gender Equality and Child Welfare with participation from other government ministries and Namibian civil society developed it. South Africa, Zimbabwe, Lesotho, Madagascar and Tanzania have all (to varying degrees) expressed an interest in developing a NAP but they have yet to either embark on, or complete, the processes.

#### The defence sector<sup>15</sup>



Source: Cheryl Hendricks, collation of data 2018.

Figure 8.1 reflects the proportion of women in SADC defence forces in countries that provide data. Mauritius does not have a defence force. Madagascar has been removed because it has no reliable data at present (the previous Barometer statistic is now dated). South Africa (30%) ranks highest in the region, followed by Tanzania (25%). Seychelles and Zimbabwe have 20% women in their defence forces (though this, too, represents dated information). Women have increased in the Botswana Defence Force from fewer than 1% to around 5%. Lesotho has also seen an increase from 10% to 13%. The DRC's Defence Force, at 3%, and the Malawi Defence Force, at 8%, remain unchanged.



South Africa women in the Defense Forces.

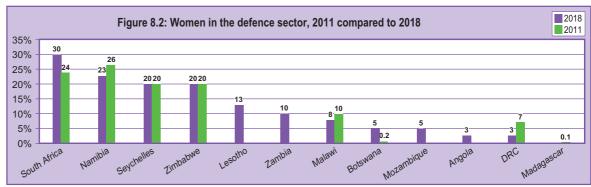
Photo: Source: GovernmentZA

<sup>&</sup>lt;sup>15</sup> Represents all women in defence forces, civilian, non-combat and combat.

# Several countries



defence



Source: Cheryl Hendricks, collation of data 2010-2018.

Figure 8.2 reveals that mixed progress in the region in terms of increasing numbers of women in the defence sector. While South Africa has improved, going from 24% to 30%, other countries such as Namibia, Malawi and DRC have seen a decline. Sevchelles and Zimbabwe both remained the same, at 20% in both 2011 and 2018.



In 2012, Angola promoted these four women from the Angolan Armed Forces (FAA) to the position of brigadier generals. Photo courtesy of Kindala Manuel

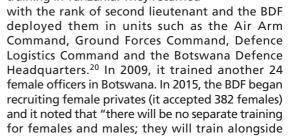


Angola policymakers estimate that the Angolan Armed Forces (FAA) have a total force strength of 175 500 (107 000 active and 68 500

reserve). 16 Global Fire Power ranked it Africa's fifth strongest military. Angola still has compulsory military service for two years for men and voluntary service for women. The country spends around 3% of its GDP on the FAA, down from 5% in 2014. There is still scanty sex-disaggregated data available for the FAA. Available data shows that women make up 2.6% of the armed forces. News reports note that women play a key role in the FAA. The head of the Combative Preparatory Division of the South Military Region recently noted a significant increase in the number of women in the FAA.<sup>17</sup>

Women mostly serve in social areas such as health and education as well as in operational areas. Luzia Inglez is the first woman to be promoted to the rank of general officer of the FAA. 18 Although several women generals now serve in the FAA, very few serve in active combat roles. In 2012, the FAA promoted four women military personnel to brigadier generals.<sup>19</sup>

**Botswana** first enlisted women into its defence force in 2007. In 2008. it sent 29 female officers for military training in Tanzania. They returned





Lieutenant Apelo Letsomo is the only woman on the Botswana Defence Force's Firing Team. Her name appears among the BDF top 10 crack shots.

each other."21 In 2016, women made up "less than 10% and rank from as high as captain to the lowest rank of private."22 The BDF has a total military personnel of 9000. Calculating a percentage based on the above figures means women comprise around 5% of the BDF, up from fewer than 1% indicated in previous years. Apelo Letsoma, one of the women among the first group of female officers

<sup>&</sup>lt;sup>16</sup> See "2018 Angola Military Strength" [accessed at globalfirepower.com on 4 June2018].

<sup>17</sup> Mucuta, D. (2017) "Bravura das Mulheres nas fileiras das FAA".

http://jornaldeangola.sapo.ao/reportagem/bravura\_das\_mulheres\_\_nas\_fileiras\_das\_faa (Accessed 28/07/2017).

18 Globo "Presidente angolana promovou uma mulher a official general" 13 October 2014. [accessed at dn.pt on 4 June 2018].

<sup>&</sup>lt;sup>19</sup> Angop, (2012) "Quatro mulheres das FAA promovidas à classe de generais". http://www.angop.ao/angola/pt\_pt/noticias/politica/2012/4/19/Quatro-mulheres-das-FAA-promovidas-classe-generais,9fe7574e-96a7-

<sup>4737-</sup>be23-b0241fcd0555.html (Accessed 28/07/2017).

20 "First BDF female officers ready for combat" Mmegionline.

21 "BDF recruits first women privates" Botswana Daily News Feb 1 2015.

22 "Army women shake-up BDF" Mmegionline 2 September 2016.

sent to Tanzania, recently achieved the rank of a full lieutenant and she is the only woman on the BDF Firing Team.<sup>23</sup>



Women military personnel in DRC serving in Kalemie, Katanga Photo courtesy of Google images



The **DRC** has an active military personnel of 144 625. Women comprise a mere 3% of the DRC's Defence Force (FARDC), Girls, how-

ever, make up between 30-40% of the child soldiers operative in the many militia groups of this country. The low number of women in FARDC compared to the high numbers in militia groups indicate that the country does not prioritise women in disarmament, demobilisation and reintegration programmes.

About 3100 people serve in the **Lesotho** Defence Force (LDF). This includes 13.6% women, up from 10% in previous years.24 Lesotho



spends around 1.8% of its GDP on the military. Only one woman serves in the role of brigadier general (of nine overall), the highest rank for a woman currently, and only one woman serves as a colonel, out of 11 colonels. Men continue to dominate in the top ranks of the LDF. Women soldiers in Lesotho recently fought against a standing order which stated that women who had served fewer than five years could be discharged from the LDF if they get pregnant.

#### Female soldiers in Lesotho win court battle against discriminatory practices<sup>25</sup>

Privates Lieketso Mokhele, 'Masaule Letima and 'Masine Ntsoha, three women who the Lesotho defence force dismissed when they fell pregnant, took the military to court in December 2016 and won their case. On 14 February 2018, the Lesotho High Court ruled that it is illegal and invalid for the LDF to demand that women soldiers cannot get pregnant during their first five years in the army. This LDF based the women's dismissals on a standing order it introduced in 2014.<sup>26</sup>

Annette Meerkotter of the South African Litigation Centre, who assisted with the case, noted that it sets an important precedent for the region "that the culture of patriarchy used to justify discriminatory practices against women cannot be upheld by the court."

The judge noted that the standing order had "profound effects on the reproductive rights, freedoms and careers of the female soldiers."

Source: Daily Vox and AfricanLII



The People's Armed Forces and the Gendarmarie make up the military in Madagascar. Total military personnel in Madagascar is 21 600

(13 500 active and 8100 reserve) and the country spends about 0.6% of its GDP on the military. Although it has committed to an intake of 10% women in its recruitment drives, it remains unclear how many women now serve in Madagascar's armed forces and Gendermarie.

South Africa has a total military strength of 94 050 (78 050 active and 16 000 reserve personnel).27 It spends 1.3% of its GDP on



defence. The South African National Defence Force (SANDF) is the third strongest force in Africa (after Egypt and Algeria). It has the highest number of women in a defence force in Southern Africa (30%) though women make up only 19% of the combat core. At the end of January 2017, the "department

SA **National Defence** strongest force in Africa

<sup>&</sup>lt;sup>23</sup> "From House maid to Botswana's Top ten crack shots" Kutlwano Vol 55 Issue 4 Fberuaru -March 2018.

<sup>&</sup>lt;sup>24</sup> Matope, T. "Female Officers up to the task of leading army" Lesotho Times October 7, 2017.

<sup>25</sup> https://www.thedailyvox.co.za/three-soldiers-in-the-lesotho-army-are-fighting-their-dismissals-over-pregnancy-fatima-moosa/

<sup>26</sup> https://africanlii.org/content/lesotho-high-court-recognises-sexual-and-reproductive-rights-female-soldiers

<sup>&</sup>lt;sup>27</sup> GlobalFirePower.com



had 17.78%, or 40 female uniform members in command positions out of 225. The percentage of female generals is gradually increasing from 16% in 2013 to 19% in 2017."<sup>28</sup> The SANDF also promoted another three women to the rank of brigadier general in August 2017.

#### The rise of women in the South African Defence Force

SANDF has taken great strides since 1994 in recruiting, training and promoting women. Two high ranking women, Major General Ntobeka Mpaxa, chief director of army force preparation, and Lieutenant Colonel Nolubalalo Skritshi, staff Officer 1 Protocol to Chief Army, serve as examples

Major General Ntobeka Mpaxa, one of three major generals in the SANDF. Photo courtesy of Army Military News SA

Mpaxa is a role model to any young aspiring women serving in the South African military. These are huge shoes to fit into as the youth tries to walk in her footsteps for guidance discipline and heroism. Being the first female in the Infantry Formation to command an infantry battalion, the

first female commander of the army support base, the first female commandant at the South African Army Combat Training Centre, the first woman to head the South African Army Intelligence Formation - there is much to adore about the former Mkhonto We Sizwe (MK) veteran.

"The empowerment of women in general needs one to be in a position of influence, a position of decision-making and empowering women also does not end with authority, it goes back to the individuals as females. Are they ready to be empowered?" asked Mpaxa.

Mpaxa added that gender equality has improved post democracy "at lower level there is no problem in recruiting as many females as possible." However, "discrimination is visible at the command line, at various boards where decisions are to be made, where males move faster into higher positions than females."

Mpaxa urged women to stop undermining and negatively criticising other female colleagues in higher ranks - "you find that it is growing even among women themselves that they would prefer to be led by a male rather than a female. . . It is a fact that not all men climbing the ladder have been proven in the battlefield, the issue of combat capacity is brought up whenever a female has to rise for instance from a 'One-Star' and so forth. One does not necessarily have to carry a rifle or a machine gun at the highest level, all which is needed is intellectual capital. This cannot go on forever, in whose life time will females be on par with males."

> Extract from an article by Themba Katzambe in the SA Army News 2017 [Accessed at http://www.army.mil.za/news/news\_2017/aug\_17/ womens\_month\_mpaxa\_skritshi\_17.htm on 17 June 2018]



Women constitute 8% of the Malawi Defence Force (MDF). In November 2017, the MDF graduated another 1463 soldiers and 14 cadets.

Among these recruits, women made up 14% (or 220 women).29

**Tanzania** has an active armed force of about 30 000. Women constitute 25% of Tanzania's Defence Force



(TDF). Zawadi Madawali became the first woman promoted to the rank of lieutenant in the TDF in 1975. She retired at the rank of major general in

Namibia has made commitments to gender mainstreaming in its defence force though it has an outdated policy for this. Women



constitute 23% of the Namibia Defence Force.

<sup>&</sup>lt;sup>28</sup> Parliament. "Spotlight on Ongoing Cuts to Defence and Military Veterans Budget During Budget Vote debate. 26 May 2017. <sup>29</sup> Malawi Post "Malawi Defence Force Graduates 1463 recruits; urged to desist from Politics" 26 November 2017.

#### Promotion criteria for the Namibia Defence Force

Namibia has two categories of service people in the military: commissioned and non-commissioned officers. As such, criteria in terms of their promotion differ in some instances. According to the NDF promotion policy, the following criteria govern promotions:

- 1. Recommendation: To qualify for the next rank a commissioned or non-commissioned officer must be recommended in his/her annual confidential report.
- 2. Military qualifications: These will differ between each arm of service and will include passing applicable qualification courses stipulated in the NDF Promotion Policy.
- 3. Second lieutenant to lieutenant: When an officer successfully completes 18 months in the rank of second lieutenant, he or she is automatically promoted to the rank of lieutenant. No officer who fails to meet the necessary standard while in the rank of second lieutenant is to be discharged
- 4. Promotions examinations: Promotions examinations are to be undertaken from the rank of lieutenant to captain and captain to major. Promotion from the rank of major upwards is to be
- 5. Age: An officer/soldier should be within the stipulated age bracket for promotion.
- 6. Selection: Although qualified and recommended and officer/soldier must be selected for promotion. Selection will depend on the availability of vacant posts. Officers and soldiers have no right to promotion. They are to be promoted by officers'/soldiers' selection/promotion boards.
- 7. Other standards: An officer/soldier to meet the minimum standards in military qualifications, education, medical and personal fitness stipulated in the NDF Promotions Policy.

Source: New Era, Ministry of Defence 20 June 2017 [Accessed at https://www.newera.com.na/2017/06/20/ministry-of-defence-2/ on 17 June 2018]



The total strength of the Zambian Defence Force is 19 600, (15 100 active). Women make up 10%, and they first entered the force in 1976.

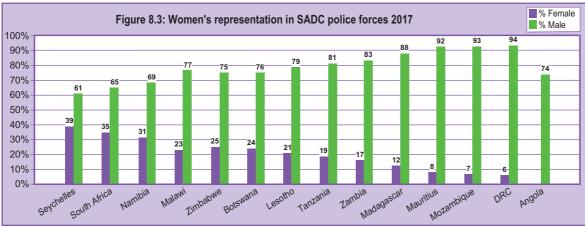
In 2009, Fridah Kazembe became the first woman brigadier general. Three women brigadier generals now serve in the ZDF, which also recently promoted the first woman to become a fighter pilot. Although the ZDF has a quota of 30% for women it has made little progress recruiting women and has been unable to meet this target.



**Zimbabwe** has a total military strength of 52 000 (30 000 active and 22 000 reserve). The military promoted its first and only

woman to brigadier general in 2013. Zimbabwe now also has a woman serving in the position of air commodore. In November 2017, of the 15 officers promoted to be air commodores, none were female and only one woman was among the ten promoted to be wing commanders.30

#### Police services



Source: Cheryl Hendricks compilation of data, 2018.

Zimbabwe promoted

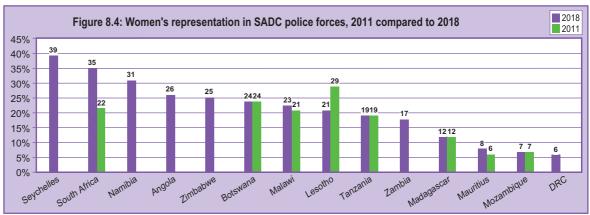


brigadier general in 2013

<sup>&</sup>lt;sup>30</sup> The Herald. "President promotes 25 Air Force Officers. 30 November 2017.

Figure 8.3 shows that Seychelles, at 39%, records the highest percentage of women in the police services, followed by South Africa at 35%, Namibia at 31%, Angola 26%, Botswana 24% and Malawi has 23% women in the police service. The Tanzania

Police Force has 19% women's representation. Nine countries have 20% or more representation of women in their police services. Three - DRC, Mauritius and Mozambique - have fewer than 10%.



Source: Cheryl Hendricks compilation of data, 2010-2018.

Figure 8.4 illustrates that, where data exists it shows women's representation in SADC police forces has remained stagnant. Most countries have seen little increase since 2011, with South Africa as an exception, where women in the police force increased from 22% in 2011 to 35% in 2018.

SADC countries have struggled to provide adequate sex-disaggregated statistics for the security sector, whereas other organisations and countries have provided it for some time. For example, the North Atlantic Treaty Organisation (NATO) website provides pertinent information about various countries. The numbers that do exist indicate that many SADC countries appear to have plateaued in terms of including women into the security services, as well as in the attention that women's participation in the sector receives.



The National Police of **Angola** is a paramilitary force located under the Ministry of Interior. The force has an estimated 6000 patrol officers,

2500 taxation and frontier supervision officers, 182 criminal investigators and 100 financial crimes detectives.31 In 2017, 6044 police officers took the basic training course, this includes 1595 women. These numbers suggest that Angola's police force consists of about 26% women.32

The World Internal Security and Police Index (WISPI) has ranked the Botswana police force as the best in Africa.33 About 8500 officers make



up the police force, of which 2000 are women (23.5%).<sup>34</sup> This figure is down from 26%. Botswana recruited its first female police officer, Sylvia Tabitha Muzila, in 1971.



The **Lesotho** Mounted Police Service forms part of the Ministry of Home Affairs and Public Safety. The force has a Child and Gender Protection

Unit and it recruited the first cohort of women officers in 1970. In 2017, the government appointed a woman, Mampho Mokhele, as Minister of Police and Public Safety.

Madagascar has two police agencies: The National Police, with responsibility for urban areas, and the Gendermarie, which handles



policing outside of urban areas, under the Ministry of Defence. Madagascar has approximately 8000 police officers. In 2018, the police accepted 50 new police officers, including two women (4%). Madagascar's police force (excluding gendermarie) consists of 12% women. The service includes women at all levels of decision-making in the implementation and deployment of the 93 police stations in Madagascar's 112 districts.<sup>35</sup>

<sup>34</sup> Interpol. "Botswana Police Service"

<sup>&</sup>lt;sup>31</sup> Wikipedia, Angola [accessed at en.wikipedia.org on 5 June 2018].

<sup>&</sup>lt;sup>32</sup> Agencia Angola Press. "Angola: Over 6000 police officers complete training course" 31 July 2017. [accessed at angop.ao on 6 June \_\_2018].

<sup>33</sup> The African Exponent. "Countries with the best police force in Africa" June 6, 2018.



The Malawi Police Service dates to 1921. It began recruiting female police officers in 1972. UN Women has worked closely with the Malawi

Police Service to strengthen gender mainstreaming within the force.

Namibia has one of the largest percentages of women in its police force at 31%. This also means more Namibian women deploy as part of



peace missions in the region and beyond.



In Tanzania, only one woman serves as a police commissioner while nine others serve as deputy commissioners. Women make up 19% of the Tanzania police force. In May 2017, the UN and the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO), held a conference in Dar es Salaam to share progress on gender equality and on handling cases of sexual and gender-based violence in the region. It called for police forces to employ more women officers in regional police services and to build their capacity.

The **South Africa**n Police Service (SAPS) has a total number of 194 605 employees. Of these about 140 000 would be police officers. It has 35% representation of women in the police services.



#### Activists and police disagree over best way to fight GBV in Tanzania



Tanzanians march to protest the high rates of GBV in Photo courtesy of The Citizen Lack of public awareness on sexual harassment, rape and child abuse hinders police investigations into cases related to GBV. This is bad since it leads to the covering up of crimes, the Tanzania Police Female Network (TPF Net) says.

"Gender-Based Violence is committed within the community. Without cooperation from the victims' close friends and relatives, we cannot make much progress." TPF NET chairperson Tulibake Mkondya said.

In 2013, police in Tanzania established gender and children's desks where survivors could report cases of

sexual harassment, rape and child abuse, and other service providers could help survivors and their families.

The "one-stop centre" model includes police and social workers and has helped fast-track cases related to GBV.

But Tanzania police spokesman Barnabas Mwakalukwa said that, while these centres have helped address GBV against women, many men still do not report GBV. He said that society tends to judge men who report GBV harshly due to Tanzanian culture.

Mwakalukwa also noted that, although police receive few cases of violence against men, they exist. In 2016, Iringa and Karagwe recorded the highest number of cases of wives assaulting their husbands. However, activists blame bureaucracy for delays in the processing of GBV cases. They say the justice system drops many cases because women and children cannot travel long distances to hear their cases. Excerpted from "Why Police Make Little Progress on Gender-Based Violence" by Helen Nachilongo in The Citizen on 4 November 2017

#### **Correctional and prison services**

Data on women in correctional facilities in the region remains scarce. The SADC Women in Correctional Services Network, established in 2015, has not yet created a sex-disaggregated database with this information. However, SADC has deve-

loped a correctional service training manual so that the sector can standardise training across the region. The Barometer will not include further tracking of this sector until reliable data becomes available.



<sup>&</sup>lt;sup>35</sup> Gaby Razafindrokoto, Presentation at the ISS Conference.



## Peace processes



Article 28.2: State parties shall, during times of armed and other forms of conflict, take such steps as are necessary to prevent and eliminate incidences of human rights abuses, especially of women and children, and ensure that the perpetrators of such abuses are brought to justice before a court of competent jurisdiction.

#### **Peace negotiations**

It is crucially important to include women in negotiation and mediation. However, available data shows that mediation processes seldom involve women and, when they do, women remain underrepresented compared to men. The South African Department of International Relations and Cooperation (DIRCO) runs an annual training for women in mediation. The AU has also started collecting and organising a roster of women who can serve as expert mediators and negotiators in conflict situations across Africa. This is an initiative that SADC could also consider as it builds its mediation capacity.

SADC has established a Mediation Reference Group (MRG). In June 2016, the Africa Centre for the Constructive Resolution of Disputes (ACCORD) held a workshop on conflict management for the MRG

in Durban, South Africa. Despite all the training and roster formations, however, as of early 2018, men still dominate at mediation and negotiation tables in the region.



In June 2016, the SADC Mediation Reference Group (pictured) met in Durban, South Africa, for a conflict management workshop aimed at enhancing SADC's capacity for conflict prevention and resolution. Photo courtesy of ACCORD

#### **Peace support operations**

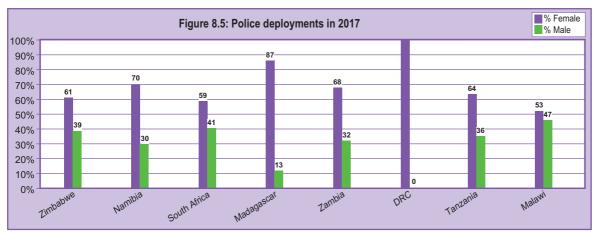
Table 8.2: Women in peace support operations 2013-2017								
Country	Women (%)							
Country	2013	2014	2015	2016	2017			
Zimbabwe	35	29	29	35	35			
Namibia	21	29	36	26	25			
South Africa	15	13	16	18	19			
Madagascar	12	17	21	17	13			
Zambia	12	16	5	9	9			
DRC	8	2	2	3	0			
Tanzania	6	6	5	6	5			
Malawi	5	3	6	9	9			

Source: Statistics collated by Cheryl Hendricks from 2013 to 2017 using the UNDPKO website detailing monthly mission deployment

Table 8.2 shows that the ratio of women to men deployed as peacekeepers from SADC countries remains relatively stagnant as an overall figure that includes police, troops and experts. Eight SADC countries currently deploy peacekeepers to UN missions: DRC, Madagascar, Malawi, Namibia South

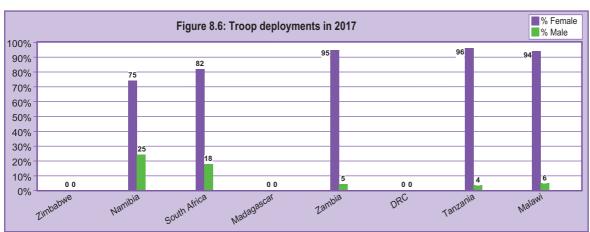
Africa, Tanzania, Zambia and Zimbabwe. Zimbabwe had the most female peacekeepers deployed at 35%. Namibia has shown a steady decline in recent years, from 36% in 2015 to 25% in 2017. Madagascar has also shown a decline, from 21% in 2015 to 13% in 2017, as has the DRC, from 8% in 2013 to zero in 2017. This results in an overall decline in the number of women peacekeepers deployed in the region.

Only South Africa showed a slight improvement in deploying women peacekeepers in 2017 (up one percentage point to 19% in 2017). Overall, Tanzania deploys the highest absolute number of peacekeepers, at 2355, followed by South Africa (1405). In terms of absolute numbers, South Africa led with the average number of women deployed (262) in 2017 followed by Tanzania (121), Zambia (89), Malawi (84), Zimbabwe (31), Namibia (11) and Madagascar (4).



Source: Chery Hendricks compilation of data.

Figure 8.5 illustrates that Malawi (47%), Zimbabwe (44%) and South Africa (41%) have the most women represented in police deployments. DRC only deployed male officers.



Source: Chery Hendricks compilation of data.

Figure 8.6 shows that SADC countries sent even fewer women as part of military deployments compared to police deployments. Namibia came in highest, at 25% women troops deployed, followed by South Africa at 18%, then Malawi (6%), Zambia (5%) and Tanzania (4%). Madagascar only deployed police, while Zimbabwe deployed police and experts, but no troops.

#### Transforming peacebuilding structures

For years, SADC led the African continent in promoting gender equality as well as women's representation in the peace and security sector. For a period, it performed remarkably well, but recent data points to a stagnation in this regard. At the same time, other regions have been moving at a much faster pace in and will soon be on par with SADC, if not surpassing it. Southern Africa also has the hard task of transforming its security sector institutions so that they can tackle civilian women's security issues, such as GBV, alongside equitable gender representation. As conflict and violent extremism continue to threaten the region, it is important that leaders do not use this as an

**NEED** 

excuse to marginalise gender issues. SADC policymakers should instead once again strive to set an example for all of Africa by working together collectively, and engaging SADC citizens, including youth, to tackle chronic challenges in the peace and security sector linked to patriarchal gender

#### Zimbabwe students build community resilience with a "Peace Society"

A group of university students in the Manyame Rural District Council, in Mashonaland East, have embarked on a community project dubbed the Peace Society. The students have rolled out their initiative on their campus as well as in their communities at large. It forms part of local governance work under the Gender Links Centres of Excellence (COEs) government category.

Nigel Chigumira, a member of the Peace Society, says the project's priority is "to deal with peace, as we are living at a time where violence seems the only



The Peace Society in 2017.

Photo: Gender Links

way you can be 'a man.' We also discovered we were at a multi-racial campus, hence the need for peace. We however decided to take it further by acting as agents for gender equality, peace and sustainable development."

The intersectional problems youth experienced on their campus inspired the group's main activity. As a multi-racial campus, youth realised that issues of racism and tribalism remain common, so society members decided they wanted to contribute to building a positive and healthy institutional culture. The society has used questionnaires and interviews to garner awareness within their community. Chiqumira says other activities include awareness campaigns, outreach and capacity-building programmes.

The organisation has fostered relationships with local partners and built coalitions with existing societybuilding organisations and groups. The members of Peace Society say that these new relationships have improved the working relationships of individuals in the community. Supporters of the Peace Society include a lecturer and the university's chancellor.

Several female members lead the club and partake in international debate contests. In 2016, Liliosa Mugadza, a graduate, said: "I am proud to win this semester's chairperson post for the society by a large margin. It shows how fast guys can elect on the basis of action as opposed to appearance." The society says men have become more supportive of women empowerment because of their work. The number of incidents of GBV has dropped in the community, too.

Source: Gender Links COE Local Government Summit

# **Sexual violence during conflict**



Article 28.2: State parties shall, during times of armed and other conflict, take steps as are necessary to prevent and eliminate incidences of human rights abuses, especially of women and children, and ensure that the perpetrators are brought to justice before a court of competent jurisdiction.

The world over, women remain at a disproportionately higher risk of becoming victims of conflict-related sexual violence. Armed state and nonstate actors frequently commit sexual violence during conflict. These actors



reprimand. Activists have called on the UN to employ its zero-tolerance policy more strictly and send troop contingents home when a member is found guilty of such acts.

also continue to use rape as a strategy or weapon of war, making women's bodies booty during conflict. Indeed, women have accused peacekeepers from SADC countries of sexual violence. Worryingly, military councils have often ignored these accusations or let perpetrators off with a mild

Another way to address these issues is through the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development, which officially came into force on 1 January 2016 with a stronger focus on conflict resolution and GBV than earlier instruments.

Table 8.3: Policy frameworks on gender, peace and security							
Key issues for peace	UNSCRs on women, peace and security	Agenda 2030	Agenda 2063				
Reducing violence and making the public feel secure	End of gender-based violence, including sexual violence, and all other forms of violence against women and girls in armed conflict and post conflict situations (see UNSCRs 1325, 1820, 1888, 1960, 2106).	Elimination of all forms of violence against women including trafficking (see target 5.2).	Elimination of all forms of gender-based violence against women and girls (see target 51, 37)				
	Integration of a gender perspective into peacekeeping operations and the negotiation and implementation of peace agreements (UNSCRs 1325, 2242).	Significant reduction of all forms of violence and related deaths everywhere (see target 16.1).	Reduction of violent crimes, armed conflict, terrorism, extremism and ensuring prosperity, human security and safety for all citizens (see targets 34, 37 and 36).				
	Training of all military and police personnel on sexual and gender based violence (UNSCR 1960).	Education in human rights, gender equality, promotion of a culture of peace and non-violence (see target 4.7).	Elimination of all harmful social practices including female genital mutilation and child marriages (see target 51).				
		End of abuse, exploitation trafficking and all forms of violence against children and elimination of all harmful practices such as child, early forced marriage and female genital mutilations (see targets 16.2 and 5.3).	Functional mechanisms for peaceful prevention and resolution of conflict at all levels and a culture of peace and tolerance nurtured in Africa's children through peace education (see target 32).				

Source: SaferWorld https://www.saferworld.org.uk/resources/publications/1053-gender-peace-and-security-and-the-2030-agenda-a-way-forward-for-south-africa

Table 8.3 shows that the three most relevant regional and international instruments for sustainable and peaceful development have strong provisions on conflict prevention through peace education and eliminating gender-based violence

in conflict. Agendas 2030 and 2063 both provides a holistic gendered approach to reduce all forms of violence, as do the combination of UNSCR resolutions on peace.





SADC is not immune to the threat of terrorism and cyber insecurity. Regional stakeholders must continue to improve security and take adequate steps to prevent the spread of these threats as they hold particular gendered implications. Next steps over the next year should include:

- Collate sex-disaggregated data across the security sector and publish this on the SADC website to allow easy tracking.
- SADC leaders should adopt and implement strategies to implement the WPS agenda.
- Member states must prioritise gender responsive budgeting and costing for gender mainstreaming, especially in the implementation of NAPs and SDG-5.
- Increase visibility and coverage of women's contributions within the security sector through news article and blogs on the SADC website.

- Very few articles exist on the activities of women in defence, police and peacekeeping.
- Improve data collection on women in correctional services.
- Address as a matter of urgency (and as a security issue) the scourge of sexual-related violence in both conflict and non-conflict situations in SADC.
- SADC should utilise its mediation reference group and the women community members it has trained in mediation more effectively.
- Increase the participation of youth, especially young women, in the implementation of UNSCR 1325: a determinant of the successful implementation of the resolution.36
- SADC must embark on a more concerted effort to have its member states adopt national action plans on WPS and it must develop tools to be able to track the implementation of its own strategy in this regard.