

September 2025

Practices and Progress in Addressing Sexual Harassment and Abuse in Security Institutions across the Global South

20 years after the <u>United Nations report</u> that redefined the approach in peace operations

2025 is a challenging year for the international community. For peace operations, the challenges are arduous. On one hand, the United Nations is facing a <u>liquidity crisis</u> that "risks eroding the UN's credibility and its capacity to fulfil mandates entrusted to it by Member States." On the other hand, peacekeeping continues to face limitations,² with growing questions about the effectiveness of missions (even within host countries), and the hope sustained by concrete actions supporting peace operations, such as the <u>Peacekeeping Ministerial</u> and the commitments made therein.

There is a component of the international security agenda that has maintained its momentum even in times of uncertainty, and is now celebrating its <u>25th anniversary</u>. **The Women, Peace and Security (WPS) agenda**, particularly in regions of the Global South, has demonstrated its relevance, progress, and ability to operate not only at the discursive level but also in practical, operational terms. At the international level (even though in some regions, such as Europe or North America, analysts point to signs of regression), the WPS agenda continues to provide a shared foundation for dialogue and collaboration in a particularly complex era: one that is marked by divisions and by the renewed prominence of concepts such as defence and national security. Perhaps more than ever before, the three words—women, peace, security—reveal their internal connection: they represent a policy objective, but also a vital entry point for the work of an international community that urgently needs common ground and shared priorities.

¹ United Nations News. (2025, May 19). UN faces deepening financial crisis, urges countries to pay up. UN News. https://news.un.org/en/story/2025/05/1163436

² See, for example: "The space the UN has to act on peace and security depends on the appetite of our member states for multilateral responses to crises. If competition prevails over the desire to go for multilateral responses to crises, then of course the space for the UN is limited." "The added value of peacekeeping operations cannot be minimised. In some cases if you remove those operations, you would end up with much higher chances for relapse, fragile situations becoming totally chaotic." United Nations Liaison Office for Peace and Security. (2025, March 26). Peacekeeping: the current challenges, explained by Jean-Pierre Lacroix. UNLOPS.

One of the most significant impacts of UNSCR 1325 on Member States has been the development of policies aimed at increasing the participation of women in the armed forces and police. This has taken place across all regions of the Global South.³ The momentum generated by the <u>Elsie Initiative</u>, and by the <u>Elsie Fund</u> that emerged from it, has brought to the forefront the issue of the meaningful participation of women in the armed and police forces deployed in UN peace operations.

Before being deployed to peace operations, uniformed personnel, both men and women, develop their careers within national institutions that, by their very nature, are governed by their own regulations, plans, policies, and institutional cultures. What can we say about this context—and, if we speak of greater participation of women — about the everyday conditions in which this occurs? What are the environments in which a career unfolds, one that may eventually lead to an assignment in a peace operation?

It is in this context that, in 2023, RESDAL launched a <u>project</u> addressing this issue across four regions—Africa, Latin America, Asia, and MENA—focusing in particular on how sexual harassment and sexual abuse are addressed within defence and security institutions. The project also examines how these issues shape the environments in which professional careers unfold, and progress and setbacks alike take place. We also take into account that, although sexual harassment and sexual abuse are related to gender policies, they are distinct issues that require specific and tailored responses. The approach, within a broader framework, connects these themes with organizational, motivational, and occupational aspects, as well as those inherent to the military and police ethos and mission.

This report brings together preliminary findings from twenty case studies (Argentina, Bolivia, Brazil, Cameroon, Chile, Colombia, Dominican Republic, Ecuador, Egypt, El Salvador, Guatemala, Honduras, India, Mexico, Nigeria, Pakistan, Paraguay, Peru, Türkiye, and Uruguay), along with the invaluable experiences shared by representatives from these countries during the international seminar *Women in Uniform and Peace Operations: Advances and Challenges in Creating Safe Environments*, organized in 2024 in collaboration with REBRAPAZ and generously hosted by the Brazilian Army's Land Operations Command (COTER). The research also draws extensively on the work carried out by the United Nations on these matters.⁴

³ Recent comparative data are available for Latin America and can be found in the corresponding chapter of RESDAL (2024). Comparative Atlas of Defence in Latin America and Caribbean.

⁴ Further details can be found in Mazzotta, C. (2025). <u>Sexual Harassment, Abuse and Exploitation in UN Missions. A Roadmap for the Global South.</u> RESDAL International.

Practices in Action: National Contexts and Institutional Frameworks

In general terms, and over the past decades, Troop and Police Contributing Countries (TP-CCs) from the so-called Global South have been actively engaged in advancing the Women, Peace and Security (WPS) agenda. Across regions, this work has taken place amid persistent socio-economic challenges and internal security threats (such as drug trafficking, organized crime, and the expansion of illicit activities), as well as contexts of potential or ongoing armed conflict. It also unfolds within settings marked by uneven progress in economic participation and access to opportunities, and by both advances and remaining challenges regarding women's participation in the workforce and in leadership positions.

Although the countries covered by this project still face many obstacles, the analysis reveals a range of practices addressing sexual harassment and sexual abuse at the national level that can be considered highly positive and of great value for decision-makers, practices that have also influenced security institutions.

Most countries, if not all, have been building their own paths for years, driven by both internal demands and, in the case of peace operations, external expectations as well. In some cases, the turning point came from media coverage of high-profile harassment or abuse cases that deeply affected public opinion; in others, from the need to align with an issue that has gained exponential attention on the international agenda. Regardless of the starting point, these initiatives have led countries and their defence and security structures to take concrete action. This, in itself, represents progress: countries have recognized that indifference is no longer an option.

The ongoing practices can be grouped into three main spheres:

- 1. Advances in legislation and institutionalization on sexual harassment and abuse at the national level.
- **2.** Actions undertaken by national defence and security structures.
- 3. Commitments to the agenda: practices in communication and training.

1. Developments in National Legislation and Institutional Frameworks

Currently, all the countries considered have a legal framework in place for the protection of women's rights. Within the legislative sphere, the establishment of dedicated commissions has been a cornerstone in promoting laws and reforms aimed at ensuring gender equality and eradicating violence against women. Likewise, the creation of institutions responsible for gender equality or women's affairs has a long-standing history in the regions under study.

In Latin America, the first precedent was set by Uruguay, which in 1987 created the, at that time, National Institute of the Family and Women. In 1992, Jordan established the National Commission for Women, chaired by Princess Basma bint Talal, as the highest-ranking forum for decision-making on women's issues and rights. One of the most recent cases is Honduras, which created the Secretariat for Women's Affairs in 2022 under the authority of the Executive Branch.⁵

The adoption and regulation of **laws** explicitly addressing sexual harassment and abuse in the workplace are more recent developments. Several countries have advanced in defining and criminalizing workplace sexual harassment, recognizing its link to structural, cultural, and organizational factors. Within this framework, laws and codes have established penalties for such conduct. Many of these legal instruments apply to the entire public sector workforce, regardless of position or type of employment contract.

For example:

- In Colombia, the law provides a legal framework for protection, recognizing that harassment may manifest as mistreatment, persecution, discrimination, or obstruction in the workplace.⁶
- In Chile, the 2024 law that amended the Labour Code and sanctioned sexual harassment (*Ley Karin*⁷) led to a <u>significant increase</u> in the number of complaints (126% in cases of workplace harassment and 65% in cases of sexual harassment).

⁵ Republic of Honduras. (2022, April 6). <u>Decreto Ejecutivo PCM 05-2022</u>. La Gaceta, No. 35.892. Tegucigalpa, M. D. C.

⁶ Congress of the Republic of Colombia. (2006, January 23). Ley 1010 de 2006. Por medio de la cual se adoptan medidas para prevenir, corregir y sancionar el acoso laboral y otros hostigamientos en el marco de las relaciones de trabajo. Official Gazette No. 46.160.

⁷ National Congress of Chile. (2024). Ley N° 21.643: Modifica el Código del Trabajo y otros cuerpos legales en materia de prevención, investigación y sanción del acoso laboral, sexual o de violencia en el trabajo. Official Gazette of the Republic of Chile.

- In Ecuador, that same year, new definitions and modalities of workplace harassment and violence were introduced, expanding protection to include volunteer workers, interns, and even former employees.⁸
- In Pakistan, a law protecting women against harassment in the workplace was enacted in 2010.
- In India, the 2013 POSH Act defined both sexual harassment at the workplace and the procedures for reporting it.¹⁰
- In Peru, the Law for the Prevention and Punishment of Sexual Harassment, enacted in 2018, includes a specific section dedicated to military and police institutions.¹¹

Reforms to criminal codes and the introduction of new provisions addressing emerging social issues have also been part of the progress achieved. For example, at the end of 2023, Egypt introduced reforms that criminalize sexual harassment and bullying, increasing penalties when such acts are committed in the workplace. In India, following a highly publicized incident, Parliament approved in 2013 amendments to the Penal Code (Nirbhaya Act). These reforms have since been upheld and strengthened through the new laws replacing the Penal Code as of 2024, including life sentences for cases of gang rape, the criminalization of sexual harassment, and the introduction of new offenses such as *voyeurism* and stalking. In Brazil, the current legislation includes a 2018 reform that defined the crimes of sexual harassment and the dissemination of rape scenes, expanding protection for victims even in cases of so-called "revenge pornography." In Türkiye—as in several other countries—penalties are aggravated when the perpetrator of harassment or sexual abuse is a public official.

Alongside these legal and institutional updates, States have also tested various methodologies to manage human and financial resources—which are often limited. There are notable examples of policy decisions related to prevention, as well as the design and im-

⁸ National Assembly of Ecuador. (2024). Ley Orgánica Reformatoria para la Erradicación de la Violencia y el Acoso en todas las Modalidades de Trabajo. Official Register Supplement No. 559.

⁹ Pakistan. (2010, March 6). The Protection against Harassment of Women at Workplace Act.

¹⁰ India. (2013, April 22). The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act.

¹¹ Peru. Congress of the Republic. (2003, February 27). Ley de Prevención y Sanción del Hostigamiento Sexual (Ley N.º 27942). Official Gazette El Peruano.

¹² Ahram Online. (2023, November 12). Egypt's parliament toughens penalties for sexual harassment, bullying.

¹³ The incident became known as the "Nirbhaya Gangrape Case." References for this paragraph can be found in Ministry of Law and Justice (Legislative Department). (2023, December 25). The Bharatiya Nyaya Sanhita. Act No. 45 de 2023. The Gazette of India: Extraordinary (CG-DL-E-25122023-250883). Chapter V.

¹⁴ See, for example, Araújo, A. L., & Paiva, J. K. R. de. (2024). <u>Tratamento jurídico da legislação brasileira frente ao revenge porn.</u> Ibero-American Journal of Humanities, Sciences and Education, 10(11), 1890–1905.

¹⁵ Türkiye. (2004). Criminal Code: Law No. 5237 (Official Gazette No. 25611, 2004, October 12,). The most recent reform of the Penal Code took place in 2025, maintaining these types of provisions.

plementation of **protocols and mechanisms** that serve as useful tools for institutional responses within the national public sector. For example:

- In Mexico, since 2020, there has been a <u>protocol</u> for the prevention, response, and sanction of sexual harassment that applies to the entire public administration, including security institutions. ¹⁶
- In Argentina, a Gender Violence Protocol in the Workplace for the Public Sector was enacted in 2019.¹⁷
- In Brazil, Law 14.540/23 established the Program for the prevention and response to sexual harassment and other sexual violence offenses throughout the entire public administration.¹⁸
- The most recent example may be Guatemala, where in 2025 the Office of the Presidency issued guidelines for the development or updating of policies and protocols for the prevention and handling of workplace sexual harassment. These guidelines apply to all offices, ministries, secretariats, and entities that make up the Executive Branch. ¹⁹

2. Actions undertaken by structures linked to national defence and security.

In addition to national trends, the decisions taken by defence and security institutions over the past decades regarding the incorporation of women into the forces have continued to advance. This is also related to the fact that such institutions, especially the military, have within their institutional culture a tradition of strategic thinking: once decisions are made, they tend to endure and evolve over time. As a result, these institutions generally assume a proactive role in the integration, development, and strengthening of human resources. In some countries, these changes have been driven by broader policies, such as national equality and gender equity plans.

¹⁶ Mexico. Secretariat of Public Administration. (2020, January 3). <u>Protocolo para la prevención, atención y sanción del hostigamiento sexual y acoso sexual.</u> Official Gazette of the Federation.

¹⁷ Argentina. (2021). Office of the Chief of Cabinet of Ministers; Ministry of Women, Genders, and Diversity. Protocolo para el abordaje de las violencias por motivos de género.

¹⁸ Brazil. Presidence of the Republic. (2023, April 3). <u>Lei N.º 14.540</u>. Official Gazette.

¹⁹ Guatemala. Technical Secretariat of the Presidency. (2025, March). Oficio circular 04-2024: Lineamientos del Organismo Ejecutivo para el abordaje del acoso sexual contra las mujeres.

Here, we will focus on two levels related to the integration of women: policies for the incorporation of a gender perspective, and specific policies addressing sexual harassment and abuse. Regarding institutional gender policies, the following points stand out:

- The creation of Gender Directorates, Units, Observatories, or Offices within ministerial structures and/or the armed and police forces. These bodies are responsible for providing advisory support to senior leadership, with the aim of advancing institutional policies by identifying barriers and obstacles to the incorporation, retention, and inclusion of women. Complementary mechanisms have also been established, such as gender councils, commissions, or committees composed of uniformed women and men, public officials and advisors, and, in some cases, representatives from civil society and academia. For example, in the Dominican Republic, this structure is known as the General Directorate for Gender Equity and Development of the Armed Forces; in Pakistan, the Gender Affairs Branch is composed of Gender Focal Points holding the rank of Brigadier or equivalent; and in Jordan, it is the Directorate of Military Women's Affairs. Similar structures — some more recent, others with a longer history — also exist in Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Mexico, Paraguay, and Peru. The institutional hierarchy of these offices varies: some function as directorates (with higher administrative authority), while others operate as units within broader departments, often under human rights divisions. These bodies have played a fundamental role in adapting military and police legislation to the evolving national and international frameworks on gender equality and inclusion.
- Specific policies for the promotion and leadership of women. Some military or police forces have implemented targeted actions to encourage the recruitment, professional development, and retention of women within their ranks. For instance, in Latin America, one of the most recent examples is Guatemala, whose Ministry of Defence launched the *Military Women's Policy* in 2024,²⁰ with strategic pillars that include work–life balance and family reconciliation. In Pakistan, female officers are initially assigned to units near their families, or deployed in pairs when such placements are not feasible. In the MENA region, the Jordan Armed Forces established a Gender Mainstreaming Strategy aimed at creating and ensuring strong internal and external oversight mechanisms.

Regarding the handling of sexual harassment and abuse, as well as the mechanisms for support and response, the gender units or offices within the Forces—particularly those deployed in the field—are, in many ways, designed to serve as the first line of support when a situation involving rights violations arises. They provide access to institutional channels for filing a report or complaint, as well as for obtaining legal advice and assistance. Progress has been made in establishing offices with specific designations, which in itself conveys a strong institutional message. For example, in Mexico, the Office for the Prevention and Response to Sexual Harassment and Abuse was created in 2013 within the Secretariat of National Defence.

Likewise, and in some cases in collaboration with other public institutions (such as the health sector), **response and care protocols** have been established. These serve as guidelines for action and procedures for uniformed personnel responsible for receiving, processing, and managing reports or complaints. Countries such as <u>Colombia</u>, <u>Bolivia</u>, and <u>Chile</u> have adopted instruments of this kind. Another related practice involves the development of protocols for civilian personnel within ministries—for example, Uruguay approved its own in 2020, through a Presidential Decree. ²¹

The collaboration and engagement of civil society organizations have also been instrumental in providing external expertise, generating spaces for experience-sharing, and fostering internal institutional reflection. For instance, in the Dominican Republic, civil society played a key role alongside the Specialized Directorate for Women's Affairs and Domestic Violence within the <u>National Police</u>, contributing to a 65% increase in victim assistance and support for cases of domestic violence.²²

Another area that countries have addressed involves updates to military justice and disciplinary codes. In Latin America, <u>references</u> to these issues can be found in 11 of the 14 countries analyzed. In other regions, examples include Cameroon, where the 2017 reform introduced sexual harassment as an offense²³, and Pakistan, where the Army Act (the primary legal framework governing the matter) allows for <u>court-martial</u> proceedings in cases of serious misconduct. ²⁴ When rights violations occur, immediate response mech-

²¹ Uruguay. Presidency of the Republic. (2020, February 7). Decreto N.º 1339/2020.

²² Covarrubias Fosado, A., Espinosa, M., López de Lara Espinosa, P., & Rodríguez Sánchez Lara, G. (report in publication). *Impact of Sexual Harassment and Abuse on Women's Participation in the Security Sector and Peace Operations: Regional Study of Latin America.* [Report]. RESDAL International, 2025.

²³ Republic of Cameroon. (2017, July 12). Loi nº 2017/012 du 12 juillet 2017 portant code de justice militaire.

²⁴ Pakistan. (1952). Pakistan Army Act (amended on November 4, 2024).

anisms—such as specialized units and care protocols—are crucial tools for the initial support and protection of victims. Although many cases ultimately fall under the jurisdiction of civilian courts, the recognition of these acts as infractions and/or crimes within military or disciplinary codes serves as a strong internal signal that the issue is being addressed with the seriousness and rigor it demands.

3. Commitments to the Agenda: Practices in Communication and Training

Training and communication represent, beyond specific activities, a message that emanates from the leadership of the institutions.

In terms of initial military and police **education**, while some Latin American countries have incorporated gender equality modules into cadet and officer instruction, there remains much to be done in this area. On the issues discussed here, particularly sexual harassment and sexual abuse, this remains an emerging topic and one of the greatest challenges institutions will face in the future, given how crucial it is to work with personnel from the very start of their professional formation.

As for **specific training** in support and implementation of the Women, Peace, and Security agenda more broadly, all countries considered are working on it, some with greater emphasis than others. Peace operations training centers play a leading role in this regard and have worked to include specific courses on the WPS agenda beyond the pre-deployment modules provided by the United Nations. To briefly cite two examples, in Egypt, LAW-IO (the Liaison Agency with International Organizations) contributes to a specific course at the Cairo International Center for Conflict Resolution, Peacekeeping and Peacebuilding, which also includes Women, Peace, and Security as one of its <u>core areas</u>. In <u>Peru</u>, the Peace Operations Training and Capacity-Building Center (CECOPAZ) offers a five-day course on the subject.

A pioneering practice in specific and locally developed training on sexual harassment and abuse is being carried out in Brazil, at the Joint Peace Operations Training Center. This is the <u>Course on the Prevention of Sexual Exploitation</u>, <u>Abuse and Harassment</u>, developed locally. It is offered to both national and international participants and lasts five days. Since its launch in 2025, it has been held twice.

Beyond courses, conferences and events, both national and international, also serve as a form of communication practice. They convey institutional interest in the subject while simultaneously reinforcing its relevance before the national and international community. Several such events have been organized in recent years. For instance, the <u>United Service Institution of India</u> held an international conference in 2023, and in 2024, Mexico's <u>Navy Secretariat (SEMAR)</u> organized another international conference with participants from across the Americas.

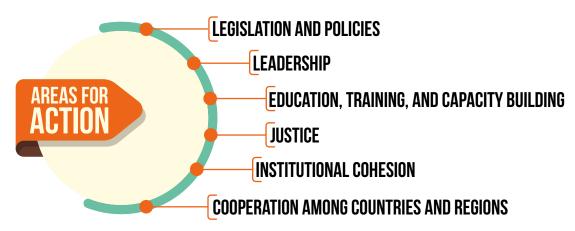
Other practices still need further development, such as greater public engagement by institutional leadership through public statements. These also send a powerful internal message within the institution. An example of this is the Zero Tolerance Statement issued by Mexico's Secretary of National Defence, the institution's highest authority, which has also been echoed in regular messages delivered by commanding officers to troops across units.

Conclusions: a proposal of key work areas

Twenty years after the United Nations report cited at the beginning—which initiated a profound rethinking of how the Organization and Member States addressed the issue of sexual harassment and abuse in peace operations—progress has been made, new challenges have emerged, and obstacles have also been encountered. That report identified four areas of concern: standards of conduct; the investigative process; organizational, managerial and command responsibility; and disciplinary, financial and criminal accountability.

Although the world is very different today, one situation remains: what happens in peace operations reflects what happens within institutions in each country, and these institutions, in turn, are influenced by society. The demands stemming from participation in peace operations, as well as those from national societies, have both acted as drivers of change; the two phenomena coexist, one continually influencing the other—hence the importance of aligning internal and external processes.

Many of the practices discussed throughout these pages have their origin in the adoption of UNSCR 1325 in the year 2000. It was perhaps from that moment that military and police institutions began to focus on debating the situation of women within their ranks, as well as their capacity to respond to an increasingly growing demand for this type of professional profile in the field. From the TPCCs of the Global South, initiatives are being developed, the agenda is being supported, and conclusions are also being drawn regarding the areas that require further work in the coming years, particularly in relation to sexual harassment and abuse within defence and security institutions. Based on the information observed —including the exchanges during the 2024 event previously mentioned— we present the following areas for action as an initial roadmap, with the aim of contributing to the ongoing discussion on this important issue:



LEGISLATION AND POLICIES

Legislation is the fundamental basis for change. It provides permanence and legitimacy, incorporating the diversity of actors involved in the issue and in the institutions during its drafting. Policies (and plans) bring clarity to initiatives and ensure confidence—both for the personnel responsible for implementation and for those who are the subject of such policies or plans. The messages conveyed to the national and international community are strengthened by the existence of these instruments.

Possible considerations:

- Develop and align national policies with international standards.
- Analyze potential legislative gaps at the national level.
- Adapt internal regulations to national legislation.
- Improve implementation mechanisms, including clear objectives; verify and monitor progress.
- Optimize accountability processes.

LEADERSHIP

Any proposal for analysis or institutional initiatives—especially on a topic considered sensitive, involving latent beliefs and potential legal implications—will face a barrier within the organizational culture and practice unless members of the institution perceive a clear and determined role from the leadership. This challenge is even more pronounced in hierarchical institutions such as the military and police. Leadership emerging from mid-level ranks is not sufficient without leadership from senior commanders—and even more so, without leadership from political authorities.

Possible considerations:

- Develop a medium- and long-term strategy (as opposed to diverse, short-term initiatives).
- Assess the formulation of high-level policies and the protocols needed to operationalize them.
- Promote the participation of mid- and lower-level ranks in training, awareness-raising activities, and unit-based initiatives.
- Produce updated, data-based reports on the work environment.
- Establish communication channels to disseminate ongoing policies, both within and outside the institution.

EDUCATION, TRAINING, AND CAPACITY BUILDING

These play a fundamental role in prevention. Initial education is the stage where socialization takes place, the esprit de corps is formed, and core values are instilled. Training and capacity-building serve as important tools to strengthen and update the skills and attitudes that institutions seek to develop in their personnel.

Possible considerations:

- Examine the inclusion of this topic within the educational strategy, starting from initial training programs.
- Strengthen the development of positive and transformative leadership.
- Address intellectual, psychological, and professional aspects at different stages of training.
- Encourage the regular participation of representatives from personnel, education, training, and legal offices in peacekeeping training centers' activities—and vice versa.
- Explore how to establish ongoing and more routine training and awareness-raising activities.

JUSTICE

Justice is a key aspect both within institutions and in the context of peace operations. It involves examining, among other things, how justice functions, what regulations govern it, and what institutional mechanisms exist. It is also closely linked to the issue of discipline.

Possible considerations:

- Analyze the issue of independence in investigations and the specific challenges involved in investigating this type of offense.
- Review the legislative framework concerning career systems, discipline, and military justice.
- Establish reliable reporting and complaint registration systems and ensure their supervision.
- Increase legal awareness and sensitization of operators from the Judiciary regarding peace operations.
- Strengthen education on investigative procedures within institutions, including exchanges with actors from the Judiciary.

INSTITUTIONAL COHESION

The occurrence of sexual harassment and abuse undermines institutional cohesion. It destroys team spirit, erodes trust, and affects readiness. Addressing this issue is a necessary part of strategic reflection on institutional strengths, weaknesses, missions, and future perspectives. The internal composition of institutions has changed.

Possible considerations:

- Reinforce in institutional messaging the need for personnel cohesion as a central element for institutional survival.
- Work on strengthening the sense that we are referring to colleagues, comrades, and trust among personnel.
- Produce analyses of the issue from strategic and operational perspectives.
- Conduct deeper analysis of data related to women's recruitment and retention
- Ensure that actions are equitable in terms of conditions, treatment, budgeting, and equipment.

COOPERATION AMONG COUNTRIES AND REGIONS

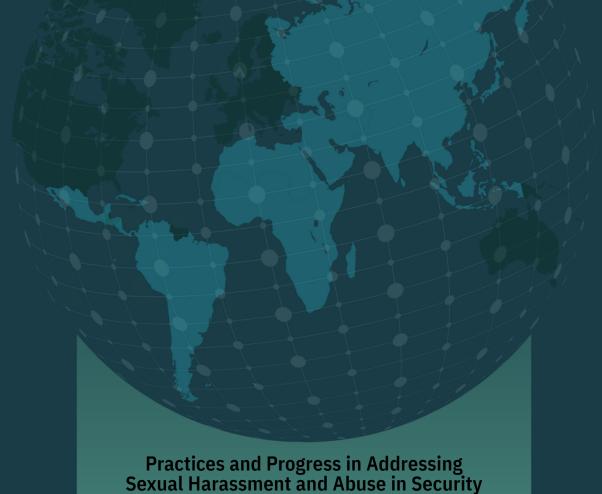
Dialogue and exchange of experiences with other countries and regions can help institutions learn from different contexts, identify initiatives that may be beneficial, and cooperatively develop new approaches, that will be also useful to the international community.

Possible considerations:

- Promote broader interregional exchanges through events that help analyze the issue in its cultural and social context.
- Encourage cooperative meetings to strengthen initiatives promoted by the United Nations.
- Facilitate training and education opportunities for participants from other countries.
- Increase participation in events—especially virtual ones—held in other countries and/or regions.
- Promote comparative analyses of successful and beneficial practices.

The examples cited, broadly speaking, can be explored as good practices along the institutional path toward implementing a multidimensional response. The review and updating of their efficiency and effectiveness is a process that, although it has only just begun, is already underway.

In general terms, the information reinforces the hypothesis that the presence of women in institutions also brings about a transformation that goes beyond regulations. The redesign of internal legal and normative frameworks constitutes a sign of the impact produced and of the commitment to building more equitable spaces. Situations of sexual harassment and abuse put at risk the cohesion and unity of institutional values,. The impact on the institutions themselves is high, and the damage incalculable. Work on these areas, and others that countries deem appropriate based on their own diagnoses, will help guarantee a safe and favorable environment, both for the institutional mission and for the professional and psychosocial development of personnel, particularly of women.



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