

WOMEN IN LAW ENFORCEMENT IN THE ASEAN REGION



SUMMARY REPORT

INTRODUCTION



PHOTO: UN WOMEN/PLOY PHUTPHENG

Law enforcement institutions¹ and their leaders face a myriad of challenges in the twenty-first century. Security risks have become more diverse, characterized by global criminal alliances and rapidly changing technological advances. As a result, law enforcement agencies are trying to adapt, cultivate new skills and develop innovative ways of dealing with the ever-evolving transnational security threat landscape through drawing on a wider pool of competencies. These changes are directly linked to the need to value and promote diversity and inclusivity in law enforcement.

The summary report of the Research on Women in Law Enforcement in the ASEAN region² summarizes some of the key findings, presents gender statics and highlights selected recommendations from the main report. It offers a snapshot of the current state of affairs with respect to their recruitment, training, deployment and promotion, and provides insights into policies and practices which support or hinder their inclusion and empowerment. It brings together a range of data and is informed by focus groups and individual interviews organized in the 10 ASEAN Member States. A total of 193 female and male police officers contributed their views and experiences (including 184 female officers). Field visits were carried out between July 2019 and March 2020. The findings can inform regional and national policy developments, institutional practices and strategies as well as targeted support from international partners to strengthen efforts to recruit more women and contribute to the meaningful employment of women in law enforcement careers.

LAW ENFORCEMENT INSTITUTIONS CAN ENHANCE THEIR CAPABILITY BY DRAWING ON THE TALENT, KNOWLEDGE, SKILLS AND CAPACITIES OF THE ENTIRE POPULATION, I.E., BOTH MEN AND WOMEN

Women are good at intelligence gathering. In the community we excel at investigations. Women work in detail and we work very patiently. These are the qualities of a good investigator.

(female officer, Philippines)

In today's world, we have various types of crimes where women are not only victims but also perpetrators so this is why we need women police officers.

(female officer, Indonesia)

1. WHY IS IT IMPORTANT TO HAVE WOMEN IN LAW ENFORCEMENT?

There are myriad reasons why it is important to have women in law enforcement. In this section, five reasons are highlighted.

1.1 Enhanced efficiency and effectiveness through a diverse and inclusive workforce

- Law enforcement institutions can enhance their capability by drawing on the talent, knowledge, skills and capacities of the entire population, i.e., both men and women.
- Diverse teams benefit from collective intellect, which improves overall performance.²

Female officers are eager to contribute to preventing and investigating different crime types in the ASEAN region, including in counter-insurgency operations and cybercrime. Women police can operate in closer proximity than men to some



PHOTO: UN WOMEN/PLOY PHUTPHENG

community groups, which can enable them to gather intelligence and work with citizens to counter militant groups. This has particular relevance in some localities in ASEAN, where police forces must improve their capability to engage with the population they are mandated to protect. A Filipino officer expressed confidence in her competence in this area and describes her experience:

1.2 **Building community trust and institutional legitimacy**

- The participation of female officers increases positive perceptions of police legitimacy. This is linked to greater levels of community cooperation, which can facilitate police investigations and responses to crime, for example, through the provision of intelligence to police.
- Female officers are more likely to acknowledge that community policing, including building ties and working closely with the community, is an important component of policing.³
- Female officers are less likely than men to use excessive force,⁴ which can affect community perceptions of institutional legitimacy.

“We know how to deal with the members of the community, we have the voice and we are patient talking to the community.”

(female officer, the Philippines)

“We are indispensable because we work with the community. Women tend to be more effective compared to male counterparts, especially in conflict situations. Men tend to use strength and to solve situations using force. Women are gentler and they calm down potential violent escalations.”

(high-ranking female officer, Cambodia).

“There are cases of child abuse and sexual violence where victims trust women more. They talk to me and then we can find a solution. I had a case one day of a girl whom was only 5 years old, it was a rape case. She was indigenous and she could not speak Burmese well. It was very hard to find the perpetrator, she was scared of strangers and did not want to speak with anyone. I met her several times and I built a relationship with her and gained her trust. At the end she could point to the person who did the crime.”
(female officer, Myanmar).

1.3 **Improved responses to sexual and gender-based violence**

- Increasing the representation and roles of women in policing has been shown to be effective at reducing the incidence of violence against women in some circumstances.⁵
- The inclusion of female officers encourages women and girls survivors of sexual and gender-based violence to report their experiences to police,⁶ enabling law enforcement agencies to better respond to and combat crimes against women and children, and investigate and prosecute offenders.
- Female victims should be able to speak to a trained female first responder if it is their preference.



PHOTO: UN WOMEN/PLOY PHUTPHENG



PHOTO: UN WOMEN/PLOY PHUTPHENG

1.4 Achieving gender equality and complying with international and national commitments

It is important to expand the number and roles of women in law enforcement because it helps ASEAN Member States comply with their international and national commitments towards achieving gender equality. **At the 26th ASEAN Regional Forum in Bangkok, Thailand, a Joint Statement on Promoting the Women, Peace and Security Agenda** was issued and included the following commitments:

“Leverage ASEAN-led mechanisms and development partners to support the implementation of global commitments in advancing the Women, Peace and Security agenda to better support the empowerment of women and girls in the prevention and resolution of armed conflict, and post-conflict peacebuilding.”

“Support research, training, and sharing of gender-sensitive and disaggregated information within the ARF related to peace operations and/or stabilization initiatives, based upon a solid gender analysis and an integrated gender perspective to encourage best practices on matters of the Women, Peace and Security agenda.”

1.5 Professional policing

Law enforcement professionals must act ethically and with integrity to ensure the decisions they make are fair, just and protect the rights of all people. Gender is not a barrier to being a good police officer.

I think the basic characteristics of having the right values is fundamental, like integrity and courage. I don't think the fundamentals will change. You need to look at these personality traits. In terms of skills, it's always ever changing. Women are equally capable and can be trained to do certain jobs. (high-ranking female officer, Singapore Police Force)

Especially in investigations, it is very sensitive and it requires women to be in contact with the suspects. In investigations as well, we need police women to conduct body searches of women suspects. There are very few women and we are overloaded. We have a plan to expand the number of female officers. (female officer, Lao People's Democratic Republic).



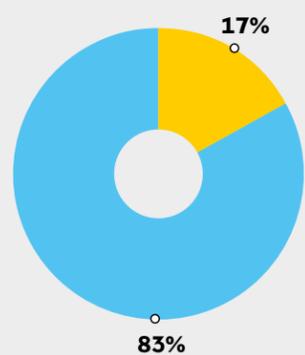
PHOTO: INTERPOL

2. PERCENTAGE OF FEMALE OFFICERS IN LAW ENFORCEMENT AGENCIES IN THE ASEAN REGION

FIGURE 1

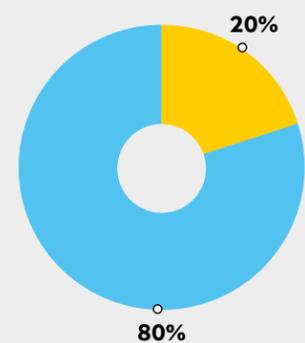
POLICE OFFICERS IN BRUNEI, BY SEX, 2019

Male
Female



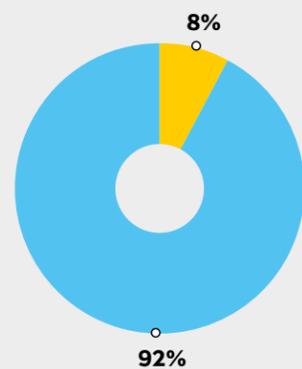
POLICE OFFICERS IN LAO PEOPLE'S DEMOCRATIC REPUBLIC, BY SEX, 2019

Male
Female



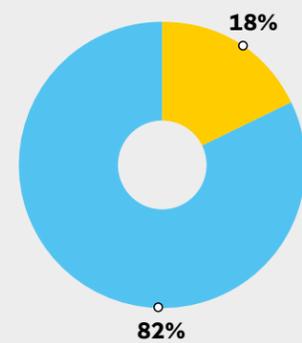
POLICE OFFICERS IN CAMBODIA, BY SEX, 2019

Male
Female



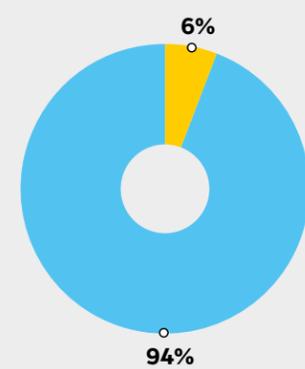
POLICE OFFICERS IN MALAYSIA, BY SEX, 2019

Male
Female



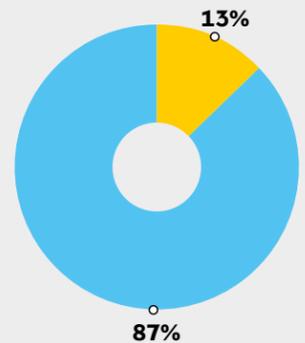
POLICE OFFICERS IN INDONESIA, BY SEX, 2019

Male
Female



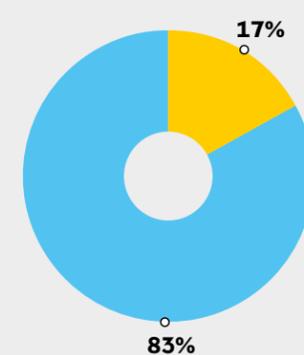
POLICE OFFICERS IN MYANMAR, BY SEX, 2019

Male
Female



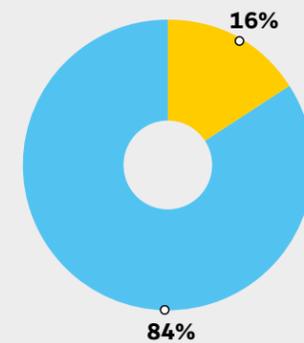
POLICE OFFICERS IN THE PHILIPPINES, BY SEX, 2019

Male
Female



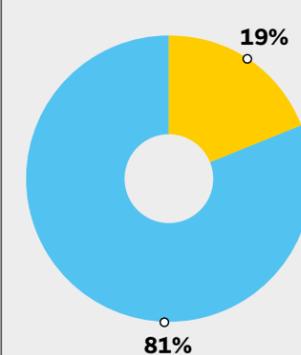
COMMISSIONED POLICE OFFICERS IN THAILAND, BY SEX, 2019

Male
Female



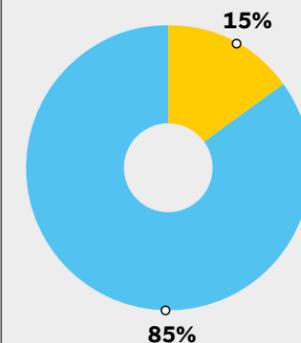
POLICE OFFICERS IN SINGAPORE, BY SEX, 2019

Male
Female



PUBLIC SECURITY OFFICERS IN VIET NAM, BY SEX, 2019

Male
Female



The gender gap is wider in higher-ranking positions. Few police agencies have examples of women reaching upper leadership positions, and there has not yet been a female chief of police in the ASEAN region. In Lao People's Democratic Republic and Myanmar, the highest-ranking woman is a colonel, and in Brunei, a senior superintendent which are considered middle management positions. In countries where women have progressed up the ranks, they are greatly outnumbered by their male colleagues. For example, in Viet Nam, there are 7 women generals out of 199 in total, and in Indonesia, out of the 357 highest-ranking officers, only 4 are women.⁷

3. KEY FINDINGS AND RECOMMENDATIONS

3.1 Recruitment, training and capacity building

Selected findings

- Physical criteria for law enforcement work are being revised, and, in some jurisdictions, have less prominence than in the past. This has occurred for a number of reasons, including, among others: physical criteria do not comply with legislation outlawing discrimination on the basis of gender and/or sex; changes in the nature of law enforcement work through technological advances and the evolving nature of crimes with, for example, cybercriminality and countering violent extremism taking up more prominent roles, and trafficking networks having wide, international outreach; community expectations of police services; and recognition that the bulk of law enforcement work can be undertaken by officers irrespective of sex, because even where biological and psychological disparities may exist between men and women, they do not necessarily affect work performance.

The nature of the work is not about it being physically demanding...We try to create a better awareness of the nature of the police work...Our marketing efforts showcase all different job functions, whether it is in the police station, investigation, maritime... We try to feature in all these jobs to have women. There's no gender difference. It's all about the ability and competency. It's not like you need to be macho. (High ranking officer, Singapore Police Force)



UN WOMEN-UNODC/PLOY PHUTPHENG

- Legislation and/or internal policies that require women officers to be available to deal with cases involving women in conflict with the law or victims of a crime created a space for women to access law enforcement careers (see Box 1). These provisions combined with a change of attitudes in the population towards female police officers led to increased interest from women to join law enforcement.
- Targeted recruitment drives and initiatives contribute to boosting the numerical strength of women officers. These one-off affirmative actions address the numerical gap and ensure enough trained female personnel are available to cover the needs of the institution.
- Training on gender and human rights is rarely compulsory, be it at recruit level or otherwise. Where in-service gender training is not compulsory, men rarely attend, either because they are not invited or due to lack of interest.
- Women officers report fewer opportunities to attend international training, sometimes due to their lack of English language skills or difficulties in travelling for extended periods of time outside the country.
- Most countries have an official quota or target for women's recruitment or overall representation.
- In some ASEAN Member States, the quota of 10 per cent functions as a maximum for annual female recruits, while in others it is to reserve a minimum share of positions. In some cases, a quota or target may apply to a particular position or unit, for example, deputy director positions or the bodyguard unit. The table below details some of these policies for each country:

BOX 1:

Statutory requirements under the Criminal Procedure Code, Thailand⁸

Section 85

Outlines the statutory requirement for same-sex person searches, particularly when it is a woman

Section 132

The collection of evidence and bodily specimens in inquiries where women are victims of crime or accused persons must be conducted by a female officer under the law

Section 133

Specifically, in cases of sexual offences, female victims must have their statement taken by a police woman, unless consent is given for alternative arrangements

TABLE 1: Is there a target or quota for women officers in ASEAN Member States?

Brunei	No formal target or quota. ⁹
Cambodia	No overall formal target or quota. ¹⁰ There is a recommendation for recruits to be at least 20 per cent female under the new framework for officers. ¹¹
Indonesia	Yearly revision of quota for women depending on the needs, usually less than 10 per cent. ¹²
Lao People’s Democratic Republic	There is a target of 20 per cent minimum for female government employees, ¹³ and police are government employees
Malaysia	Yearly revision of quota for women depending on needs. ¹⁴
Myanmar	25 per cent. ¹⁵
The Philippines	<p>Republic Act. No. 8551. (1998)¹⁶</p> <p>Section 58. Prioritization of Women for Recruitment – Within the next five (5) years, the PNP shall prioritize the recruitment and training of women who shall serve in the women’s desk. Pursuant to this requirement, the PNP shall reserve ten percent (10%) of its annual recruitment, training, and education quota for women.</p> <p>Importantly, institutional practice goes beyond the 10 per cent legislated reserve for the recruitment of women. In recent years, this is often up to 20 per cent.</p>
Singapore	No
Thailand	<p>No.</p> <p>Women are currently not permitted to enroll in the four-year bachelor’s degree at the Royal Police Cadet Academy. Women were first able to enroll in this course in 2009; however, 10 years later, the Cadet Academy was granted approval to only accept applicants who had completed the two-year training at the Pre-Cadet Academy of the Armed Forces.¹⁷ Since the Pre-Cadet Academy is a male-only institution, women are effectively excluded from the Royal Police Cadet Academy. (See the section on recruitment and training for more details on women’s entry pathways.)</p>
Viet Nam	<p>The Circular on Regulations on Admission to the People’s Police 2016, Article 3, specifies two quotas for women at the point of recruitment:¹⁸</p> <p>A 10 per cent maximum for women in professional police; and,</p> <p>A 15 per cent maximum for women in political branches, engineering, logistics and foreign languages.</p> <p>“Professional police” can be understood to mean types of police (or security) work that require a degree from the People’s Police Academy (Hanoi or Ho Chi Minh City branch).¹⁹</p>

BOX 2:

Singapore Police Force campaign to promote women in law enforcement in a wide range of police functions

Singapore Police Force celebrated 70 years of women in policing by showcasing female officers across a wide range of divisions, such as the Traffic Police, Police K-9 Unit, Special Operations Command and Criminal Investigations Department, among others. This was important because it provided role models for women who may be considering applying to join the police, as well as existing officers who may be considering which career pathways may be available to them.



“70 years of Women in Policing 1949-2019”: Singapore Police Force 2019, pp. 16-17.²⁰



“Tackling a situation is about skill not about strength”. Singapore Police Force, Facebook page.²¹

Recommendations

- Develop or expand communication campaigns to ensure law enforcement is portrayed as a career for both men and women. Campaigns can be designed to break gender stereotypes in order to attract female applicants at the recruitment phase, as well as to facilitate women's access to a wider range of deployments (see Box 2 above).
- Revise quotas and/or targets for women across a range of ranks and functions to ensure they expand, rather than limit, women's opportunities.
- Develop standardized mandatory training curriculum on gender equality and human rights in a law enforcement context.
- Investigate if statutory requirements regarding same-sex body searches and others are being met, and if not, review recruitment and deployment criteria for female officers.
- Provide training for female officers with respect to specialized areas such as crisis management, disaster control, cybercrime or anti-terrorism.

3.2 Deployment and retention

Selected findings

- "Outside" police work, such as patrolling or operational work, is viewed as being suitable for men, while "inside" police work, such as administration, is seen as suitable for women.²²
- Female officers would like more operational experience, although they feel they are not typically encouraged to seek this.
- Women often choose to work in administrative roles because, among other benefits, this helps balance family and childcare responsibilities.
- National policy frameworks for women in law enforcement are being strengthened. For example, in 2009, the Philippines prohibited discrimination against women in the police and military through a Magna Carta of Women which states that measures should be taken to revise or abolish policies and practices that restrict women's ability to work across the same functions as men.²³



PHOTO: UN WOMEN/PLOY PHUTPHENG

Women are good at intelligence gathering. In the community we excel at investigations. Women work in detail and we work very patiently. These are the qualities of a good investigator.
(female officer, the Philippines)

If we have to work on the sexual crimes – sex workers – female officers can help a lot with investigations. Some female police officers work undercover in brothels for up to six months
(female officer, Viet Nam).

BOX 3:

Case study of the first all-women police station in Maria, Siquijor, Philippines

In July 2019, Maria Police Station, located on the island province of Siquijor, was designated as the first all-women police station of the Philippine National Police. The all-women pilot programme was launched to promote women's empowerment, and as an opportunity for women to enhance their tactical and operational skills. Twenty-eight female officers work at Maria Police Station.

The female chief of police leading the all-women station said the concept had proven that women are equally capable as men at completing operational tasks, and that it "strongly advances women's empowerment". Notwithstanding the achievements of the female officers, there were challenges associated with the all-women station concept, including:

- Difficulty managing full-time operational work with family and childcare responsibilities
- Differences in physical strength between men and women sometimes made it difficult to apprehend male offenders or suspects.
- Some community members were concerned that the women might not be able to meet their safety needs.

Female front-line officers expressed pride in being part of the first all-women police station. Several women said they were proud of their new "skill sets" and being "very versatile" and "hybrid police" because "we can do anything!".

There were a number of suggestions for improving the process for establishing an all-women's police station, including:

- Reviewing the process for selecting and assigning officers to the station.
- Consulting with the community in the lead-up to establishing the all-women station.
- Providing more training in and testing on defensive tactics and skills before women are deployed.
- Reviewing possibilities for back-up in some critical situations.

The all-women police station has demonstrated that women can perform all operational tasks; however, all female officers in the focus group stated a preference for working in a mixed-gender station. When asked what their preferred gender mix would be, some replied that 60 per cent male and 40 per cent female would be a good ratio.

Refer to the full report for more details.

Recommendations

- Ensure women have access to and are encouraged to participate in a wide range of operational deployments to develop their professional skills and confidence.
- Establish policies that provide the building blocks for women's participation, including for women and men with families.
- Review deployment practices and consider periodic rotation in operational roles for all officers, having regard to best practice deployment and gender balance.
- Ensure both female and male officers have access to professional clinical counselling and psychological support to prevent and treat stress and promote well-being and mental health, particularly for officers exposed to traumatic events, or investigating or taking victim or witness testimonies for serious crimes.

3.3 Promotion and leadership

Selected Findings

- Larger numbers of women are slowly making their way into middle-management positions in some countries. For example, women occupy 12 per cent of middle management positions in Indonesia and 16 per cent in Brunei.
- Few women are deployed to operational roles, criminal investigations or specialist operations teams that are often key pathways for career advancement in law enforcement. As a result, women's abilities to gain skills and experiences in areas seen as important for law enforcement leadership may be limited.
- Younger women police officers reported they felt inspired and motivated by their female leaders. "Women leaders can be a role model, they can be a motivation and inspire other women. Our deputy director general is one role model." (female officer, Cambodia)
- Female leaders challenge gender stereotypes and contribute to redefining the roles women can fulfil in societies. They can be an inspiration for younger generations by showcasing that it is possible to build a career and act as mentors for younger officers, helping them navigate the organization.

"You need to make junior officers see that women can perform the job. It's all [about] inspiration...I think having women in top management positions inspires and provides hope that it's possible and you can also achieve that. Have aspiration." (female high-ranking officer from Singapore)

"While in the field I also tried to make sure my female staff get experience in operational roles, not only in administrative work." (female high ranking officer, Indonesia).

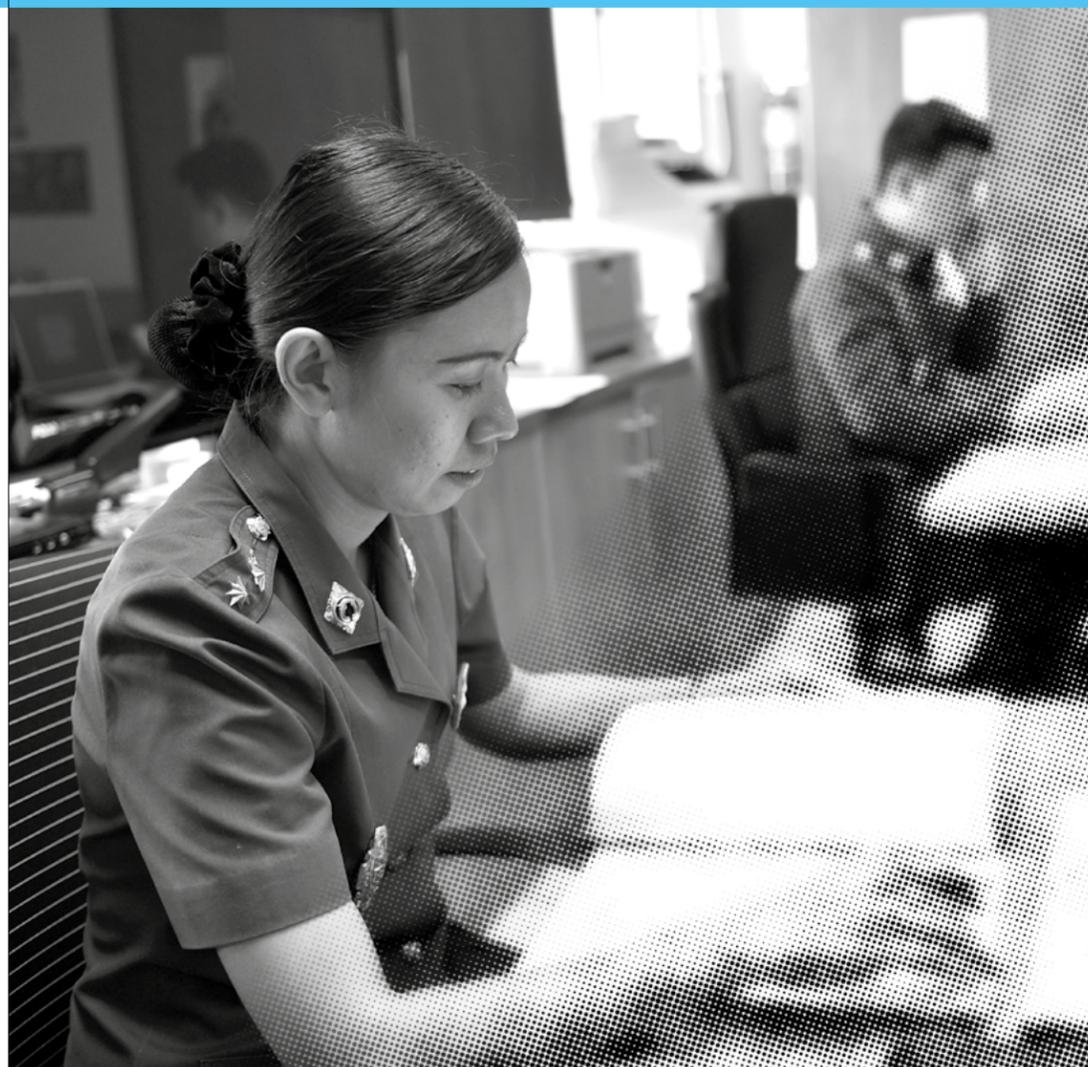


PHOTO: INTERPOL

"Women leaders can be a role model, they can be a motivation and inspire other women. Our deputy director general is one role model." (female officer, Cambodia)

- Temporary special measures such as gender quotas or targets can have positive results. These approaches can be an interim measure to "break the glass ceiling" or overcome barriers faced by women.
- Managerial posts are male-dominated, and as some performance appraisal systems are within the remit of the manager, there can be biases in promotion and a double standard that can negatively affect women. Women officers complained they felt closely scrutinized at work and that any mistakes made would affect perceptions of their overall job performance, whereas men were not held to the same higher standards. Women felt they must perform much better than their male colleagues in order to be considered for promotion to the same level as a male peer. In this context, female officers indicate that men's support for the advancement of women in law enforcement is essential given that men hold most leadership roles with decision-making powers and high-level influence.

"The chief of the National Police gave many opportunities to women police officers to work in administration and operational roles. Now we have three female generals. It is not easy as the selection is very difficult for this rank" (female officer, Indonesia).

"We need to break the glass ceiling. I think it's more in being responsive. You need to contribute as a senior male officer in the career of women, help women get promoted. Without their support we are nothing. We are only 20,000, and they are 200,000. The senior management, they are the ones who decide who to promote, and where to place you. The top positions are all male. The support needs to come from them" (high-ranking female officer, the Philippines).

BOX 4: Example of a human resources policy to eliminate discrimination against women

The Human Resource Doctrine and Development Manual 2014 of the Philippines National Police specifies policies to eliminate discrimination against women, particularly at the management level, which requires women's representation "on any committee formed by the PNP". Cambodia, Lao PDR, and Viet Nam also have some provisions for women's representation on committees.

Philippines National Police Human Resource Doctrine and Development Manual 2014²⁴

4.16.c. Elimination of Discrimination Against Women in the PNP

Provide opportunity for women representation in any committees formed by the PNP, including their participation as agency representatives at international level. Depending on the number of committee members, to include the level of work, rank requirements, and nature of committee undertakings, one-third (1/3) of committee representation must be composed of women. Otherwise, every committee representation must be composed of women. Otherwise, every committee formed in the PNP must have at least two women to sit as regular members.

Recommendations

- Provide targeted training on leadership and technical skills (e.g. crisis management) for mid-career female officers.
- Apply temporary special measures such as gender quotas or targets to promote women to higher ranks.
- Develop a career advancement programme for women to be promoted to higher ranks and/or higher management positions.
- Provide gender-sensitive training for leaders and managers to empower them to promote a gender-inclusive work culture and eliminate discriminatory practices.

3.4 Human resources, infrastructure, facilities and equipment

Selected findings:

- Women’s associations, networks and advocacy groups take different forms in ASEAN and perform a range of important functions. Women’s networks and associations provide career advice and mentoring for women; advocate for women’s rights at work and improved employed conditions; and, act as a liaison for guidance relating to sexual harassment and gender discrimination, among others. Women’s unions or associations are not present in every country. There does not appear to necessarily be a clear relationship between the existence of an association and higher representations of women in law enforcement or at senior ranks due to a range of variables. An association can be effective, however, such as by providing peer support and making targeted improvements to women’s working conditions in some cases.
- Facilities for breastfeeding, pumping breast milk and childcare are rarely available in law enforcement agencies in the ASEAN region. There are a few examples where facilities are available at headquarters, but otherwise they tend to be lacking at other levels or divisions.
- Separate facilities for men and women for changing, sleeping and sanitation are available in large urban centres, but less common in rural or remote areas, which is a barrier for deploying women outside urban areas.
- All countries have an entitlement for maternity leave although the duration varies. See the table below.

In 3 out of 10 countries in ASEAN, male officers do not have a legal right to paternity leave

**“It would be good to have more days [paternity leave] for men to help with the newly born”.
(female officer, Brunei)**

Ensuring men have access to and use their paternity leave entitlement is one way they can support gender equality

TABLE 2: Maternity and paternity leave entitlements for police officers in ASEAN

Country	Maternity leave	Paternity leave
Brunei ²⁵	105 days	No official entitlement ²⁶ (negotiated)
Cambodia ²⁷	90 days	No official entitlement ²⁸ (negotiated)
Indonesia ²⁹	3 months	No official entitlement ³⁰ (negotiated)
Lao People’s Democratic Republic ³¹	105 days	15 days
Malaysia ³²	90 days	7 days
Myanmar ³³	24 weeks	15 days
The Philippines ³⁴	105 days	7 days
Singapore ³⁵	16 weeks	2 weeks
Thailand ³⁶	90 days	Up to 15 days
Viet Nam ³⁷	6 months	3 - 14 days

Recommendations

- Encourage and build formal or informal peer support and advocacy networks for women at national and regional levels.
- Adopt or revise policies that support the rights of individuals to access part-time or flexible work arrangements.
- Ensure separate facilities are available for men and women for changing, sleeping and sanitation nationwide.
- Ensure facilities for breastfeeding, pumping breast milk and childcare are provided at workplaces.
- Ensure women have appropriate uniform options for comfort, safety and practicality when on duty. Provide uniforms for women to wear during pregnancy, if preferred.
- Women’s peer support networks are proven to help women succeed at senior leadership levels

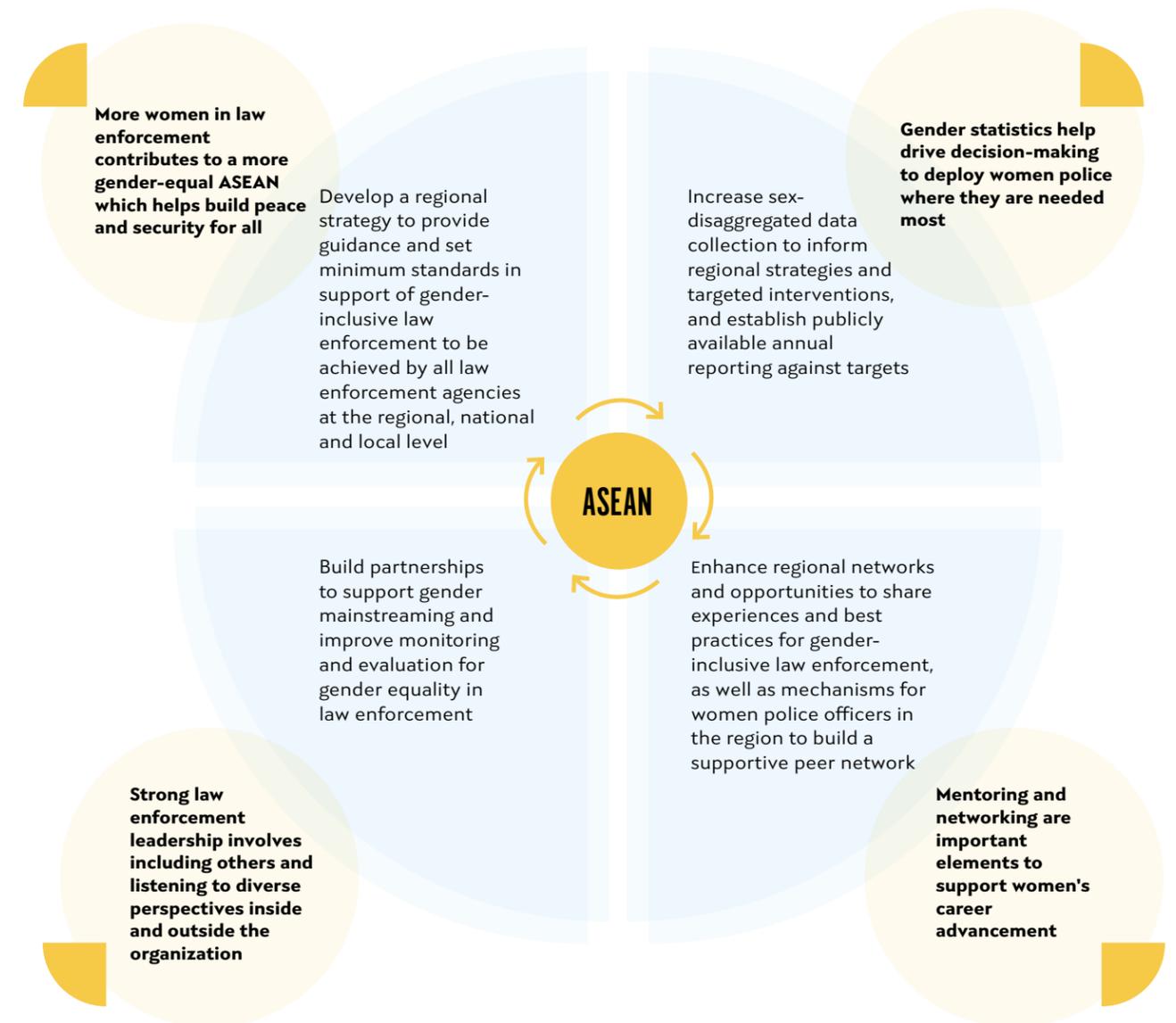
- A safe workplace for women police includes:
 - › separate facilities for changing, sleeping and sanitation
 - › specially designed uniforms and equipment
 - › mechanisms to report discrimination and sexual harassment
- Access to flexible work arrangements helps police officers build a better future at work and at home
- Flexibility at work helps police officers who are parents stay committed to their workplace during periods with more family responsibilities

4. ASEAN'S ROLE IN PROMOTING POSITIVE CHANGE

Regional organizations play a key role in driving forward shared commitments, collecting region-wide data and providing analysis of trends and challenges, as well as facilitating the exchange of best practices among member countries. ASEAN Member States have consistently included peace and security, gender equality, and the empowerment of women, among their priorities, from the Declaration on the Advancement of Women in the ASEAN Region in 1988, to the Joint Statement on Women, Peace and Security in 2017, and most recently in 2019 the Communique of the 52nd ASEAN Foreign Ministers' Meeting endorsing further advancement of the women, peace and security agenda. Moving forward, ASEAN can take an active role in accelerating the implementation of women, peace and security commitments and through regional cooperation, and facilitate the development of national policies and programmes that support women's meaningful participation in law enforcement.

FIGURE 2

ASEAN and promoting women in law enforcement in the region



ENDNOTES

- 1 For the purposes of this research, law enforcement institutions refers to State agencies that have a mandate to enforce laws, generally of a criminal nature, or undertake policing functions for the protection of public safety, domestic/internal security and border security. These agencies include but are not limited to the police, immigration, maritime security and customs. Notably, various levels of government, for example, local administrators and departments (e.g., health) have law enforcement functions that can intersect with policing and security although they are not within the scope of this review. In addition, countries across Asia have differing levels of plural policing and security arrangements with various levels of private sector integration. Private sector law enforcement and security agencies are not considered here but for particular countries may warrant further review. Functions may include, for example: (1) frontline patrol, community engagement, emergency response and crime scene investigations; (2) analysts of crime trends, terror financing, corruption, money laundering, cybercrime, trafficking, anti-narcotics and other transnational crimes; (3) physical or digital/online screening, monitoring and surveillance; and (4) supervision, management, strategic planning, leadership and oversight of law enforcement functions or activities.
- 2 Woolley, A. W., C. F. Chabris, A. Pentland, N. Hashmi and T. W. Malone. 2010. "Evidence for a collective intelligence factor in the performance of human groups." *Science* 330(6004): 686-688.
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- 30 The Labor (Manpower) Law 2003 stipulates two days of paternity leave for workers. In 2017, the National Civil Service Agency issued a regulation for one month of paternity leave for civil servants. Information provided within the framework of this study indicated these provisions do not apply to the police, and that men must negotiate with supervisors to use their annual leave to support the birth of their child.
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