

Women in the Kosovo Police

by Joseph M. Jones



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A modern police service needs to be able to respond to evolving threats to security and forms of crime. So a modern police service should attract the most qualified and motivated personnel for the job, encompassing a wide variety of skills needed for modern policing. It therefore needs to tap into and attract personnel from the widest possible pool of candidates—of course including women, because to address the needs of the population as a whole, a police service has to be representative of the society it serves. Stronger gender equality leads to better efficiency and effectiveness of police work.

“I wanted to serve my people and my country.”

— *Kosovo Police cadet*

The Kosovo Police

After the withdrawal of Yugoslavian troops from Kosovo in 1999 ended the two-year armed conflict there, the United Nations Interim Administration Mission of Kosovo (UNMIK) was established. One of its main goals was to establish a Kosovo police force. The institution, then known as the Kosovo Police Service (KPS), later changed to the Kosovo Police (KP), was inaugurated shortly thereafter. Recruitment began immediately. The Organization for Security and Cooperation in Europe (OSCE), led by the U.S. Department of Justice's International Criminal Investigation Training Assistance Program (ICITAP), began training for service in the KPS. Three of the women interviewed for this article—Major Luljeta Mehmeti Quigley, Colonel Florie Hajra, and Colonel Taibe Canolli—were part of the first, second, and third (respectively) classes of KPS cadets.

The bulk of the KP are patrol officers. However, the force has specialized investigative units in eight regions, including Organized Crime Units, Forensic Units, and several others. In addition to those specialist units on the investigative side of law enforcement, every region has a Special Operation Team trained to engage in forced entry operations involving search warrants as well as acting as front line officers during times when crowd control is necessary. The main task of the Close Protection Unit, which was created in 2002, is to provide personal protection to very important persons (VIP). The KP Special Police Unit was established in 2003 as a standard SWAT unit with two teams of 15 officers each. In 2002, the canine unit was established, with the dogs being trained for patrol and in narcotics and explosives detection. The Kosovo Police Rapid Reaction Unit was created for emergency operations.



Police officers during a vehicle search.

Women in the Kosovo Police

The senior KP personnel, who were interviewed for this article, all stated that women are involved in virtually every crime fighting unit in the KP. In fact, since its founding, the KP has striven to improve the institution in many ways, one of which has been to attempt to attract increasing numbers of capable women. In the early years it was very challenging for the few female members of the KP. Policing in Kosovo had always been dominated by men. Women had to prove that they were equal to men, both in handling the physical demands of

the job and in possessing the mental toughness to deal with criminal elements. Remaining on the force was particularly difficult for women officers raising young children. Not many accommodations were afforded to these women, such as extended maternity leave, relief from night duty, assignments that required extended travel, or the use by pregnant women of a heavy duty belt. Health insurance was not offered as a benefit to any officers. Salaries were relatively low. Attrition among women was twice that of male officers.



Police officers at the Response Center–Communication and Coordination Center at Pristina HQ.

The Study of 2010

From its founding, the KP has been conscious of the need to recruit, promote, and retain more women officers. In 2010, the KP employed 7,331 uniformed officers, of which 87 percent were male and 13 percent were female.¹ In 2010, the KP Office of Human Resources (OHR) conducted a study of why it could not attract and retain more women officers.² Citing Resolution 1325 of the United Nations Security Council on Women and Peace and Security adopted in 2000³ and the 2004 Kosovo Law on Gender Equality (see appendix A), the study conducted by the OHR described the KP's inability to attract and retain qualified women. Indeed, the percentage of women police actually fell during the force's first 10 years. In 2006, women constituted more than 13 percent of the force, but, in 2010, only 12.59 percent of KP officers were women. Moreover, the KP was unable to retain officers for the balance of their career. The attrition rate for women, particularly those raising young children, was 33 percent, more than double that for men. Based on surveys of female officers, both who had resigned and those who were still serving, a number of factors contributing to the high attrition rate for women, especially those raising young children, were uncovered—e.g., assignments to the night shift, inadequate maternity leave, insufficient wages (wages were so low that women could not afford

child care), the absence of health or life insurance, and the absence of the prospect of promotions for qualified women. In 2010, only 8.93 percent of advanced managerial positions were held by women. The 2010 study also revealed that women officers did not feel respected by their male colleagues and some were the targets of sexual harassment.⁴

To ameliorate these deficiencies, in 2010, based on the findings of the OHR study, the Kosovo Office for Human Rights made a series of recommendations. Its report recognized as an “irrefutable fact” the crucial role of woman in security organizations, both as an equal right for women and because of the “irreplaceable efficiency” that women bring to the role of police officers. The Office of Human Rights' recommendations included the following:

- Draft a strategy that would encourage women, especially high school or university graduates, to apply for positions in the KP and to receive budgetary appropriations to implement this strategy.
- Have each class of new cadets be composed of at least 20 percent women.
- Develop and budget for a plan of gender equality, which would be manifested in women being equal to men in terms of eligibility for promotions.

1. “Position of Women Member of Kosovo Police,” *Protector* 6, no. 3 (2010), 8, http://www.kosovopolice.com/repository/docs/english_VI_3.pdf.

2. “Position of Women Member of Kosovo Police” (see note 1).

3. “Reaffirming the important role of women in the prevention and resolution of conflicts and in peace-building, and stressing the importance of their equal participation and full involvement in all efforts for the maintenance and promotion of peace and security, and the need to increase their role in decision-making with regard to conflict prevention and resolution . . .” Resolution 1325 “Women and peace and security,” United Nations Security Council, 2000, <http://unscr.com/en/resolutions/1325>.

4. “Position of Women Member of Kosovo Police,” 9 (see note 1).

- Increase the length of maternity leave.
- In cases of sexual harassment, information pertaining to the matter should be held strictly confidential and available only to those involved in court proceedings, which cases were to be adjudicated on an expedited basis.
- Exempt women with young children from night shift duties and from assignments that require extended travel.⁵

Unfortunately, little progress was made in the next 2–3 years in implementing these measures to attract and retain women. The percentage of women working for the KP did not improve.



Graduation of a police officer at the Police Academy in the town of Vushtri.

5. "Position of Women Member of Kosovo Police," 9 (see note 1).

The 2014 Hiring Campaign

In 2014, the KP remained concerned with its inability to recruit, hire, and retain female officers. As part of a hiring campaign, the KP, in cooperation with the military, customs, and corrections services, published a recruiting brochure that featured a brief autobiographical sketch of the professional and family life of four women in each agency.⁶ One policewoman was the head of a KP criminal investigations unit. Another, with the rank of lieutenant, served as a KP Reaction Unit supervisor. Each spoke eloquently about her work as a police officer, emphasizing that service in each institution empowered women through their responsibilities and their professionalism. The brochure asserted that gender awareness by both men and women had resulted in women being equal partners with men in virtually every aspect of policing. A common theme of the four featured policewomen was that they were contributing to the security of citizens “for the good of the country.”⁷

Despite increased efforts to recruit and hire women, the hiring campaign in 2014 was a disappointment. The brochure and other means the KP employed to increase the recruitment of women were not particularly successful. In 2014, only 6.26 percent of the applicants were women. After the hiring effort in 2014, the percentage

of women in the KP was 11.32 percent. As has been noted, this decrease represented a nearly 2 percentage point drop in women officers from 2010.

Percentages of women in the police forces of regional countries in 2014–2015

Meanwhile, other police forces in the region were engaged in their own efforts to hire more women. In 2014, the Women Police Officer Network in South East



Practicing motor vehicle search.

Europe (WPON) conducted a survey of the percentage of women in the police forces of several regional countries.⁸ In Albania, women made up 6.5 percent of

6. Association of Women in Kosovo Police, *Women in Kosovo Security Institutions* (Pristina, Kosovo: Royal Norwegian Embassy in Pristina, 2014), https://www.nato.int/nato_static_fl2014/assets/pdf/pdf_2014_12/20150126_1412-women-kosovo-security-institutions.pdf.

7. Association of Women in Kosovo Police, *Women in Kosovo Security Institutions* (see note 6).

8. Enkeleda Toska et al., *Women in Police Services in South East Europe* (Istanbul: United Nations Development Program South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons, 2015), www.seesac.org/f/docs/Gender-and-Security/Women-in-Police.

the uniformed officers. There were no women in senior level positions. In terms of rank, at the intermediate level, 6.2 percent of the positions were held by women, while 9.5 percent of the first-level police positions were held by women. These figures represented slow but steady progress by the Albanians; as in 2009, only 2.1 percent of those admitted to basic training were women. By 2010, this number had risen to 8 percent, and, in 2011, the percentage of women entering basic training was 10.6 percent. Because of temporary measures employed in 2012 in Albania to increase women's participation in basic training, 50 percent of the basic training candidates that year were women. Dropout rates for basic training were approximately 5 percent for both women and men.⁹

In 2014, Bosnia and Herzegovina (BiH) had an average of 13 percent women among the uniformed police. This represented an increase of 6.7 percent from 2010, when BiH adopted an Action Plan for the implementation of United Nations Security Council Resolution 1325.¹⁰ Among those police officers with higher ranks, women were represented in only .5 percent of such positions. In the Ministry of Security Associate Ministers, there was only one woman out of 10 positions. But, among the heads of departments, 40 percent were women. Among those in higher level management (i.e., Inspectors of Higher Level who lead teams), only 1 percent were women.¹¹

In Croatia in 2014, women constituted 17.5 percent of uniformed and commissioned police. Women represented 12.2 percent of those in the top-level ranks, 20.7

percent of the superior-level ranks, 10.6 percent of the medium-level ranks, 8.3 percent of the lower-level ranks, and 19.7 percent of general officers. The most senior positions, such as General Director, Deputy Director, Assistant Police Directors, and Heads of Departments, were all held by men. Only 3.7 percent of the heads of local police stations were women. Although between 2010 and 2014, the percentage of women admitted to basic training ranged from 13.2 percent to 30.1 percent; by the end of that period, the percentage of women admitted to basic training in Croatia had decreased. In 2010, 27.9 percent of those admitted to basic training were women; however, by 2014, only 13.2 percent of the basic training class was made up of women.¹²

Outstanding women in the Kosovo Police

Although the percentage of women in the Kosovo Police has been the cause of great concern throughout its history, the ranks of the KP have always had many outstanding female officers. Indeed, the first woman president of Kosovo (April 7, 2011–April 7, 2016), the Hon. Atifete Jahjaga, joined the KP in the early years after the war, was ultimately promoted to the rank of major general, and served as the Deputy Director prior to turning to politics. Jahjaga contributed to the KP's becoming the most trusted law enforcement institution in Kosovo.

The following sections introduce five outstanding women in the present KP, based on interviews conducted specifically for this publication.

9. Toska et al., *Women in Police Services* (see note 8).

10. Resolution 1325 "Women and peace and security" (see note 3).

11. Toska et al., *Women in Police Services* (see note 8).

12. Toska et al., *Women in Police Services* (see note 8).

Colonel Taibe Canolli

Another veteran of the KP has gained an international reputation as an exceptional law enforcement officer and leader of the movement to attract more capable women in service to police forces. Col. Taibe Canolli (the first woman in the KP to achieve the position of colonel, the highest rank below Deputy Director) graduated from law school just before the war began in 1998. But her lifelong interest in the police led her to join the third class of cadets after the KP was founded in September 1999. Canolli came from a family of police officers and felt a strong sense of obligation to join what she describes as a “noble profession,” which results in great job satisfaction.

The early years were particularly challenging. When Col. Canolli first joined the police, the force had only a small number of women, who faced gender prejudice, stereotyping, and mistrust. Women in the police force were expected to demonstrate their capacity to engage in a variety of police duties much more than men in order to be successful.¹³ Canolli moved up quickly through the ranks, serving as the first female commander of a police station: Pristina¹⁴ Station, the largest in the country. In 2018, Canolli received the highly prestigious Leadership Award of the International Association of Women Police. (See nomination documents in appendix B.) She now serves as the Director of Human Resources and Training and was personally responsible for putting together the highly touted hiring process in 2018 described later in this article.

Typical of Col. Canolli’s dedication to inclusiveness of women within the KP is her important work in the Mitrovica North with the country’s Serbian minority. She has worked to support Serbian women in the KP. Canolli strives to ensure that the same development opportunities for Serbian officers are available as for all other female Kosovo officers and that they are fully integrated into the KP. (See appendix B.)

In 2013, Col. Canolli founded the Association of Women in the Kosovo Police (AWKP), the primary goal of which is to empower women in police forces throughout the region and make gender balance an integral part of each police force’s success.¹⁵ Serving as the AWKP’s chair for several years, Canolli was successful in increasing its membership to exceed 700, both women and men. The AWKP has also taken on a regional role in providing training to other police forces on recruiting women and in many substantive areas of police work so that women can qualify for promotion to managerial positions. Since the establishment of the AWKP in 2013, the percentage of women in the Kosovo Police has risen from 10 percent to 12.5 percent. “I can say that our association is the only one of its kind in Southeast Europe, which is not only good for Kosovo but also for the regional security because our model and our expertise can be adopted by other countries in the region.”¹⁶ The AWKP is a member of the International Association of Women Police, which has deemed it a role model for the region.

13. “Bringing Women on Equal Footing with Men in Kosovo Police,” UN Women, last modified February 27, 2014, <https://www.unwomen.org/en/news/stories/2017/2/feature-bringing-women-on-equal-footing-with-men-in-kosovo-police>.

14. Kosovo’s two official languages are Albanian and Serbian. The name of its capital city is spelled *Prishtina* or *Prishtinë* in Albanian and *Priština* in Serbian. This publication uses the English spelling *Pristina*, which is used by the U.S. Department of State.

15. Women in the Rule of Law, “A Woman in Uniform Making a Difference,” EULEX Kosovo, last modified March 8, 2016, <https://www.eulex-kosovo.eu/?page=2,26,398>.

16. Women in the Rule of Law, “A Woman in Uniform” (see note 14).

During an interview for this article, Col. Canolli observed that there have been significant improvements in job benefits for women serving in the KP. A recent upgrade in the wages of all KP officers made them among the highest paid government workers. Maternity leave has been substantially increased from the previous maximum of three months to 12 months, with 70

an order that all training must have at least 30 percent female participation, resulting in more women being qualified to compete for promotions.

Colonel Florie Hajra

Col. Florie Hajra, one of four female colonels in the KP organization (which counts approximately 9,000

officers) is the Director of the Organized Crime Division (Investigations Department). She joined the KP as part of the second class of recruits in 1999. Hajra moved up through the ranks based on her proficiency in a series of demanding assignments: police patrol officer in Mitrovica, community policing, operations, investigations, and crime scene investigator.

After being promoted to sergeant, Col. Hajra led patrols and investigation units in the Mitrovica region. Through a competitive process involving both male and female applicants, Hajra was

then promoted to lieutenant and moved to the forensics directorate, where she served as a chief officer in Main Headquarters (MHQ) Pristina.

During her extensive experience in various policing jobs, Col. Hajra was focused in her career development and went through all promotion processes, which enabled her different leadership position within the KP. For more than 10 years, and while she carried the rank of lieutenant colonel, she was in charge of the KP Forensic Directorate.



Col. Taibe Canolli (2nd from left).

percent of the officer's salary paid for the first six months; for the next three months, women are paid at a rate of half that of the lowest salaried employee in the KP. Other KP women officers interviewed for this article stated that women with young children are exempted from the night shift and that their case assignments and training are designed so that they are completed by the end of the business day. The Assembly of the Republic of Kosovo has still not passed legislation that would accord either health or life insurance for officers of the KP. The KP General Director has issued



Col. Florie Hajra and FBI Director Christopher Wray.

Thereafter, she successfully was promoted to the rank of colonel and competed for the position of the head of the Organized Crime Investigation Division in the KP MHQ, which she has held since April 2019. Her current responsibilities include leading investigations of narcotics trafficking, trafficking in human beings, firearms smuggling, financial crime, cybercrime, and all other types of organized crime offenses. Col. Hajra's division also provides support to all police investigative units in Kosovo by engaging in surveillance assistance and other kinds of technical support. In addition, Hajra attended numerous professional, management, and leadership trainings, both in country and abroad. She is a graduate of the Federal Bureau of Investigation National Academy (FBINA), session #272.

Col. Hajra spoke earnestly about the importance of the KP reflecting Kosovo at large, because half of its residents are women. "Women have a real contribution to make in law enforcement. It is important to have a woman's face as part of the public persona of the KP. The women serving in various leadership positions of the KP have shown that they are as capable as men in discharging the complex duties in leadership roles in the KP. . . . I worked in the community where I grew up and the people loved seeing women police patrolling on the streets along with men."

Lieutenant Minire Zeqiri

The strong desire of women to serve in the KP was evident in all of the interviews. Lt. Minire Zeqiri is the Chief of the Unit for Trafficking in Human Beings covering all of the Pristina region. When asked why she had decided to

become a police officer in 2001 at age 22, Zeqiri was very articulate in describing her reasons. "My wish was to offer safety and protection to the citizens of Kosovo. I am willing to give my life for this cause. . . . I wanted to save my country by providing security and protection."



Lt. Minire Zeqiri.

Lt. Zeqiri spoke of the special skills that women bring to the job of policing. “Women are emotionally very strong, and this is noticed and recognized by other officers. . . . Women have particularly good management skills, because women are managing their family affairs at the same time.” Zeqiri also described the enhancement to the KP’s credibility stemming from the increasing deployment of women. “The community has totally accepted and supports women police. The growing number of applications to the police from women shows that the public trusts the police. The populace is grateful for women who wear the uniform of the police. Women are proud to be police officers and the community has made it known how much they value women police.” As chief of the Pristina region trafficking in human beings unit, Zeqiri faces many challenges, especially those relating to technology. Rather than communicating by phone, which could be intercepted by the police, traffickers now communicate through social media, which is much harder to trace. In the spring of 2019 Zeqiri’s unit arrested 14 traffickers and rescued five trafficking victims.

Major Luljeta Quigley

Maj. Luljeta Mehmeti Quigley was part of the third class of cadets in the newly formed Kosovo Police in 1999. She served for approximately four years, left the KP for several years and moved to the United Kingdom, and then returned to the KP in 2013 to take on the same kind of international matters she had handled during her initial service with the KP. In January 2019 she was promoted to a senior position in the Public Relations Unit. Quigley spoke about the importance of promoting



Major Luljeta Mehmeti Quigley addresses a graduation ceremony for the Kosovo Police.

women to management positions as a way of strengthening the organization and rewarding highly capable women. Upon returning to the KP in 2013, Quigley was among the founding members of the AWKP, where her activity concentrated on working with the KP to promote gender equality and provide extensive training that helps to qualify women to be competitive in the determination of promotions to management positions.

Cadet Agnesa Beqiraj

Agnesa Beqiraj, a cadet, completed her seven months of basic training in August 2019 and is now in the midst of the 17 months of field training. When asked why she wanted to become a police officer, she replied, “I wanted to serve my people and my country. My mission as a police cadet is to respect the law in the most professional manner. . . . It is important to enforce the law and

to treat everyone equally.” Beqiraj said she was motivated to join the KP because “It attracts women with courage to take on a tough job.” She is hoping to be assigned to one of the “special units” that involve emergency response to crises.

All of the female KP officers interviewed agreed that women are assigned to and perform equally to men in handling the various types of crime within the jurisdiction of the KP. For example, on July 5, 2019, the KP Directorate for Investigation of Economic Crimes and Corruption, following a six-month investigation, conducted an operation at four locations resulting in the arrest of 23 subjects for abuse of position or

authority and taking bribes. The arrested included the Director of the Department for Drivers Licenses at the Ministry of Infrastructure, administrative assistants, driving examiners, and driving school owners. Police seized written tests for driving licenses for different categories. Applicants had paid 400–1,000 euros to get a driving license without having to be tested. The responding officers, including women, used skills and knowledge obtained from U.S. government-funded training, specifically training on procurement fraud (delivered by the U.S. Embassy and ICITAP), investigative techniques (ICITAP), penal code of criminal procedure (ICITAP), and intelligence analysis (ICITAP).



Kosovo Police foot patrol in Pristina.

Greater Success in the 2018 Hiring Program

In the years after the 2014 hiring drive, there remained a deep concern from within the KP, including the General Director as well as outside interested parties such as the U.S. Embassy and ICITAP, relating to the continued relatively low percentage of female police officers. In fact, the percentage of women applying for positions with the KP actually declined in 2016 and 2017.

On December 7, 2017, the Deputy Chief of Mission of the U.S. Embassy convened a Women in Police networking event designed to develop ideas for steps that could be taken by the KP to recruit and ultimately retain greater numbers of women. In late February 2018, an ICITAP program assistant, along with two female KP officers, attended the International Association of Chiefs of Police – Women’s Leadership Institute in San Antonio, Texas. The event focused on professional development and expanding the professional network of current and emerging female public safety leadership. One of these two KP women worked with ICITAP in developing the recruitment video described in the next section by applying in practice what she learned at the workshop in San Antonio.



Standard uniform for a Kosovo Police traffic officer.

One of the ideas discussed at the 2017 networking event that came to fruition was the creation—by Leonora Berkani, the ICITAP National Advisor for the KP Executive Program, and the KP Human Resources Department and Public Relations office—of a patriotic, persuasive recruiting video that featured both senior and junior female officers as well as former Kosovo President Jahjaga, Col. Canolli, and ICITAP-Kosovo Attaché Kimberly Riffe.¹⁷ (A translation of the video's dialogue is set out in appendix C.) The video was geared toward young women as well as minorities and expertly captures the camaraderie and purposefulness of being a police officer for the KP. It was displayed on the KP website and released to local and national media throughout the country. In several weeks, the video was viewed by thousands of women in conjunction with the April 16, 2018, announcement by the General Director (GD) of the KP of a hiring drive to fill hundreds of vacancies.¹⁸

Faced with this acute need for personnel in 2018, ICITAP worked closely with the KP to bring a fresh and targeted approach to recruiting. The goal of recruiting more women was achieved in an impressive fashion. For the 2018 recruitment period, there was a 91.52 percent increase in female applicants over the previous recruitment period in 2014. In 2014, out of a total of 19,736 applications, only 1,235, or 6.26 percent, were from women. In 2018, of the 17,620 applicants, 13.43 percent were women.¹⁹

In his April 16, 2018 announcement, the GD stated that the KP was seeking to fill 264 open positions. Later in the hiring process, the GD was given the authority to hire an additional 200 officers, bringing the total, after some revisions, to 430. In his executive staff meeting held after the initial hiring campaign announcement, the GD instructed everyone to exercise caution during the recruitment process because, in the past, there had been allegations of nepotism and other unfair hiring practices. The GD directed Col. Canolli, the Director of Human Resources, to create a hiring process that made certain that the end result was job offers based solely on merit and the policies of the KP. Familial or political affiliations could not be part of the decision-making process. Richard Staples, ICITAP's Senior Advisor to the Kosovo Police General Director (KPGD), and Berkani, as ICITAP's National Advisor to the Kosovo Police Executive Management Program, were asked to help the Selection Committee build a hiring process based only on merit. The ICITAP advisors were also asked to oversee the hiring system to assure that the rules were followed in every case.²⁰

In early July 2018, the ICITAP advisors were briefed on how the hiring process would proceed. The first step was to determine if any of the applications were insufficient on their face. Of the 17,620 applications, almost 17,000 met the minimum requirements while approximately 1,000 were disqualified. As part of the monitoring process, the ICITAP Senior Advisor to the KPGD

17. Kosovo Police, "Policia e Kosovës," YouTube, April 16, 2018, <https://youtu.be/VkN5bOIp71s>.

18. Richard Staples, ICITAP Kosovo Senior Advisor to the Kosovo Police General Director, "Women Police, Hiring, and Promotion," memorandum to Joseph M. Jones, ICITAP Senior Rule of Law Advisor, 2019.

19. Staples, "Women Police Hiring" (see note 17).

20. Staples, "Women Police Hiring" (see note 17).

and the National Advisor to the Kosovo Police Executive Management Program chose, at random, various names from the list of applicants, who had been rejected for having an inadequate application. The ICITAP advisors reviewed a number of rejected candidates' files. In each case, the reason for rejection coincided with what had been found to be the application's errors or omissions. Moreover, each rejected applicant had the right to petition the Selection Committee and have their file reviewed to demonstrate how their application had failed to meet the minimum application requirements.²¹

In mid-September 2018, the KP gave the written police recruit test to more than 16,000 applicants at 10 different public schools around Kosovo. The ICITAP Advisors sat in on two of the examinations and personally viewed the steps taken to make sure no one could cheat. After determining the identity of each candidate, the test monitors issued an answer sheet to each applicant upon which they were identified by a number, not a

name. To protect against cheating, all cameras, watches, and other electronic devices were taken from the test takers. The proctors actually found some watches and glasses that could have been used to take pictures of the exam, presumably allowing the test takers to later peddle copies of the exams to those who had not yet taken it. In each classroom, there was considerable space between each of the test takers. If an applicant had a question, the proctor would repeat the question so that everyone in the room could hear it and then supply the answer in a similar fashion.²²

Those who passed the written test then took the physical agility test consisting of sit-ups, push-ups, a sprint, and a distance run. The ICITAP Advisors observed the various physical tests being carried out at 10 locations. The tests were administered on a pass/fail basis, and all activities were recorded by video cameras. An applicant who failed one of the tests was given one more opportunity. If candidates failed a second time, they were disqualified and physically taken off of the playing field.



Registering for admissions examination, collecting electronic devices before the exam, and taking the exam.

21. Staples, "Women Police Hiring" (see note 17).

22. Staples, "Women Police Hiring" (see note 17).

The rules about there being no favoritism for business or family connections were graphically illustrated by the sight of two members of the KP's General Director's family being escorted off the field after again failing one of the physical tests.²³

The next phase was the oral interview. The KP went to great lengths to make sure that there were no pre-existing relationships between an applicant and anyone on the panel administering the oral interview. A candidate's identity was initially confirmed and then they were assigned a number corresponding to the room where the interview was to take place. Interview panels were randomly selected for each candidate immediately before the interview by way of a room number being given to each of the panelists. When a candidate first appeared before the panel, panel members were required to inform all those present if the candidate was a family member or was otherwise known to any of the panelists. If the interviewee was known to any of the panel members, the interviewee was assigned to another panel to be interviewed, with the same process of determining any familiarity of the interviewee to any of the panelists having to be repeated before the interview could proceed. Neither interviewees nor panel

members knew in advance which panel the interviewee would appear before. Panel assignments were made just minutes in advance of the start of the interview.²⁴

The next phase of the hiring process were the physical and psychological examinations. These were conducted by medical professionals. Because of privacy issues, the ICITAP advisors did not monitor these examinations. Of those who had passed the first four phases of the testing, the KP Human Resources Division chose 500 candidates to be given physical and psychological examinations. The final phase before qualifying for basic training was the background investigation. Based on their access to virtually every phase of the hiring process, the ICITAP advisors were convinced that no unfair hiring practices or nepotism had occurred during the process.²⁵

The KP has many older members. The KP sought authorization to increase its numbers of officers, so they could weather a large number of retirements. Thus, as the KP was hiring the first 433 officers, they received authorization to hire, from the same 2018 hiring pool, an additional 400 officers. These 400 began their basic



Physical fitness examination: sit-ups and distance run.

23. Staples, "Women Police Hiring" (see note 17).

24. Staples, "Women Police Hiring" (see note 17).

25. Staples, "Women Police Hiring" (see note 17).

training after the class of 433 officers finished their basic training in late August of 2019. The GD also has the authorization to hire an additional 200 officers in 2020.²⁶

Thus, as of January 1, 2019 (prior to formally hiring any new officers), the KP was approximately 550 officers below its authorized strength. The seven months of basic training for 430 KP officers (the 2019 class of the KP) began on January 21, 2019. Out of the total number hired to go through basic training, 267 (69.1 percent) were male and 133 (30.9 percent) were female. This represents a major step forward in the KP's goal of employing a greater number of women. Moreover, early in 2019 the KP GD issued a mandate that all training should be composed of at least 30 percent women. This is a significant step forward in increasing the ability of women to compete for promotions. These represent two major milestones toward increasing and retaining more women at higher levels in the KP. The hiring of 863 new officers ultimately results in the KP's authorized strength being increased by approximately 280 officers. This will go a long way toward protecting the ongoing operation of the KP if there are many future retirements.

Moreover, the 2018/2019 eligibility list from the 2018/2019 hiring process will remain active for two additional years as protection from a large number of retirements or the loss of officers through other types of attrition.²⁷

Thus, the successful 2018 hiring drive, which resulted in 863 new KP recruits, approximately 23.64 percent of whom are women, has raised the overall percentage of

women constituting the uniformed KP to approximately 12.75 percent. In light of the decline in female applicants during the years between 2014 and 2018, the percentage increase in women officers from 11.41 percent in 2014 to 12.75 percent in 2019 represents an important improvement.

This results in the KP maintaining the second-highest percentage of women police officers in the region. In BiH, 8 percent of the uniformed officers are women.²⁸ The Albanian State Police have a total of 9,331 officers,



Community Policing and Prevention Directorate organizes manifestation to mark June 1, Children's Day.

of whom 9.75 percent are women, according to Stephen Bennett, former ICITAP Attaché in Kosovo, Albania, and Montenegro. Bennett also reports that, in the 4,230-strong Montenegrin Police, the percentage of women is 9.2 percent and that the Police of North Macedonia has 9,907 officers, of whom 7.3 percent are women. In Croatia in 2018, however, the percentage of female recruits at the Croatian Police Academy, for the

26. Staples, "Women Police Hiring" (see note 17).

27. Staples, "Women Police Hiring" (see note 17).

28. Kristina Jozić, *Human Rights Defender in the Police Structures in BiH—Mechanisms of Protection against Discrimination* (Sarajevo: Policewomen Network Association, 2018), <https://udruzenjemps.ba/en/news/presentation-of-the-research-human-rights-defender-in-police-structures-in-bih-mechanisms-for-protection-against-discrimination/4>.

first time in history, exceeded 30 percent. In 2015, 17.5 percent of the uniformed and commissioned staff of the Croatian Police were women. Given the percentage of women officers in the Croatian Police in 2015, and with a current class of recruits that exceeds 30 percent, it is unlikely that the percentage of women in the Croatian Police has dropped below that of 2015.²⁹

The KP is continuing to treat the hiring and promotion of women as an important priority. The current KP Human Resources Strategy and Action places great importance on the hiring, promotion, and retention of female officers. A New Strategy, entitled the “Gender Agenda,” is still in the development stage. It will focus on recruiting, hiring, retention, promotions, and capacity building of female officers.

It is interesting to compare the percentage of women in police agencies in Southeast Europe with those in the United States and the United Kingdom. Even though the United States was a leader in introducing women into policing (the first sworn female police officer was hired in Portland, Oregon, in 1906), the percentage of women in U.S. state and local police departments has remained constant since the 1990s. During that period, between 10 percent and 12 percent of all U.S. state and local officers have been women. Since the 1970s, women’s roles have expanded to patrols, and now they perform the same functions as men. The problem of the male-dominated workplace culture still exists in U.S. law enforcement today. The culture has had an effect on the ability of policewomen to get promotions and to be seen as equal in the workplace.

Although the United Kingdom had the world’s first modern police force in the London Metropolitan Police Department, women did not have any role in the police forces until 1883, compared to 1845 in the United States. The experience of women in the UK police follows the same pattern as the policewomen in the United States. In 1914, there was a national appeal for the appointment of special constables to bolster the ranks of police personnel nationwide. In response, two prominent women formed the Women’s Police Volunteers organization in London. With the approval of the Metropolitan Commissioner of Police, the organization was allowed to train women to patrol the streets of London, though such patrols were “on a purely voluntary and unofficial basis.”³⁰ In 1916, the United Kingdom passed the Police Act, which allowed the appointment of women as police constables. The Home Office, however, continued to maintain a policy that they should not be sworn in or given the official power to arrest.³¹

In 1919, the Sex Disqualification Removal Act passed, and this ensured women’s entry into a wide range of previously prohibited professions, including policing. As a result, 50 women debuted as the first official female police officers in the London Municipal Police Department.³² But women’s duties continued to be quite limited in comparison to men until 1973, when women were formally integrated into the Metropolitan Police Service, which meant that men and women were no longer legally separated in terms of work responsibilities. As of 2009, women constituted 25 percent of the police in the United Kingdom, with more than 36,000 female officers.

29. Toska et al, *Women in Police Services* (see note 8).

30. William Salter, Elizabeth Watson, and Stuart Norton. “Women in Policing History: 1883–2007 Timeline of Women within the United Kingdom,” British Association for Women in Policing, accessed September 26, 2019, <https://www.bawp.org/women-policing-history/>.

31. Salter, Watson, and Norton, “Women in Policing History” (see note 29).

32. Salter, Watson, and Norton, “Women in Policing History” (see note 29).

Conclusion

Women in Kosovo have made significant strides in the percentage of officers employed, and they are on par with male officers in the kinds of policing to which they are assigned and which they conduct. Nevertheless, the percentage of women in senior positions in the KP is only approximately 10 percent and needs improvement.³³ The KP, the OSCE Mission in Kosovo, the AWKP, ICITAP, and the U.S. Department of State's Bureau of International Narcotics and Law Enforcement Affairs have an ongoing training program for women to prepare them to compete for senior leadership positions.³⁴ Women in the KP are working hard and are steadily achieving their rightful place alongside the male officers in law enforcement in Kosovo.



A member of the KP Special Unit.

33. "Strong Women on the Rise in the Kosovo Police," Organization for Security and Co-operation in Europe, last modified March 11, 2019, <https://www.osce.org/mission-in-kosovo/413726>.

34. "Strong Women on the Rise" (see note 32).

Appendix A. Law No. 2004/2 on Gender Equality in Kosovo

The translation here of Ligji për barazi gjinore [Law on Gender Equality], law no. 2004/2 (Kosovo) is from the Official Gazette, United Nations Interim Administration Mission in Kosovo, September 9, 2004, http://www.unmikonline.org/regulations/2004/re2004_18ale2004_02.pdf.

The Assembly of Kosovo

(See esp. Sections 2.9, 2.11 and 2.12.)

Based on the Constitutional Framework for provisional Self-Government in Kosovo, especially sections 3.1, 3.2 (a), (b), (c), (d), 5.1 (k), 5.7, 9.1.26 (a) and 9.3.3

Recognizing the need for the establishment of the legal conditions on gender equality in all fields of social life in Kosovo

Hereby adopts:

The Law on Gender Equality in Kosovo

SECTION 1. GENERAL PROVISIONS

Purpose

1.1. The present law shall preserve, treat and establish gender equality as a fundamental value for the democratic development of the Kosovo society, providing equal opportunities for both female and male participation in the political, economic, social, cultural and other fields of social life.

1.2. The present law creates the conditions and opportunities for gender equality through policies that support overall development, especially for the improvement of the females' status, so that they are entitled to authority in the family and society.

1.3. The provision of equal rights is the duty of the entire society and means the elimination of any barriers in achieving gender equality.

1.4. Gender equality is based on the principle of equal behavior and equal opportunity. Its implementation is exercised through the undertaking of positive measures and gender equality awareness policies.

1.5. The present law specifies the general and specific measures that need to be undertaken for the provision of equal rights and specifies the responsible authorities and their relevant competencies.

SECTION 2. DEFINITIONS

2.1. Gender equality: shall mean equal participation for females and males in all relevant fields of social life, equal status, equal opportunities to be entitled to their rights and make use of their individual skills for the development of the society and equal benefit from the results of such development.

2.2. Equal gender treatment: shall mean the elimination of all direct and indirect forms of gender discrimination.

2.3. Direct gender discrimination: shall mean the unequal treatment of an individual compared to another individual of the opposite gender in the same of similar conditions.

2.4. Indirect gender discrimination: shall mean the placing of a certain individual in an unequal position with the neutral provisions, the standards or unequal treatment under the same or similar conditions, except in cases where such provisions, standards or treatment is indispensable and furthermore provided that such treatment can be justified by objective facts which are not based on any particular gender.

2.5. The present law considers the incitement of a person into gender discrimination as discrimination.

2.6. Harassment and sexual harassment: constitute gender discrimination.

2.7. Harassment: includes all forms of behavior that aim or constitutes a threat to personal dignity.

2.8. Sexual harassment: includes any form of sexual, verbal, non-verbal, physical or symbolic behavior that constitutes a threat to personal dignity.

2.9. Legal measures: are measures that aim at achieving the complete equality of females and males in the society, that provide specific priorities that enable the

members of a certain gender equal access in all fields of social life, eliminating the existing gender inequality providing certain rights.

2.10. General measures: are measures of a normative nature, which aim at preventing gender discrimination through legislation that regulates specific fields, behaviors in certain circumstances or at undertaking the appropriate efforts for the provision of equal gender treatment, such as the penalties that shall be imposed in case of violation of these restrictions or requirements.

2.11. Special measures: are temporary measures that aim at providing gender rights and promoting gender equality in specific fields of social life which have been identifies as not representing gender equality.

2.12. Unequal representation: within the meaning of 2.11, exists when the participation of a certain gender in a particular social field or in a segment of such field is lower than 40%.

SECTION 3. INSTITUTIONS AND LEADING BODIES

3.1. The implementation of legal and affirmative measures establish equal participation for both females and males in legislative, executive, judicial bodies of all levels and in public institutions, so that representation of both genders in these institutions high its level of their representation in the general population of Kosovo.

3.2. Equal gender participation of both females and males, according to Section 3.1, is achieved in cases where the participation of the particular gender in the institutions, bodies or at the level of authority is 40%.

3.3. Equal gender participation, in compliance with section 3.2, must be observed during appointments in central and local government bodies.

3.4. Equal gender participation must be observed during the appointment of members of certain councils, committees and representative bodies within and outside Kosovo, by the competent institutions.

3.5. Gender equality must be observed when naming institutions, public undertakings, roads.

SECTION 4. RESPONSIBLE BODIES FOR THE ACHIEVEMENT OF GENDER EQUALITY AND THEIR COMPETENCES

THE ASSEMBLY OF KOSOVO

4.1. The Assembly of Kosovo shall observe the principles of equal gender representation during the establishment of working groups and delegations in accordance with its rules of procedure.

4.2. The Assembly of Kosovo shall review and approve a resolution on the Kosovo Program for Gender Equality.

4.3. The Assembly of Kosovo, every two years, shall review and approve the Governments report on the implementation of the Kosovo Program for Gender Equality.

THE GOVERNMENT AND MINISTRIES

4.4. The Government shall draft the Kosovo Program for Gender Equality. The government shall establish a working group comprised of representatives of ministries, the Office for Gender Equality, municipalities, public institutions, civil society and other experts to work on this task.

4.5. The Government shall submit before the Assembly a draft resolution on the Kosovo Program for Gender Equality.

4.6. Every two years, the Government shall report before the Assembly on the achievements of the Kosovo Program for Gender Equality.

4.7. The government and the ministries shall promote and provide for equal gender rights.

4.8. The Government, within its scope of work shall achieve the objectives of this law by undertaking general and special measures specified in the present law.

4.9. The Government shall establish an inter-ministerial council which shall be comprised of Gender Affairs Officers of the ministries. The specific tasks and responsibilities of such council shall be set in a special Government.

4.10. The ministries shall comply with the provisions of this law when drafting regulations or programs.

4.11. The ministries shall collaborate with the Office of Gender Equality during the preparation of draft-laws, amendments to existing laws and they shall review recommendations by such Office concerning draft-laws and other documents in the aspect of gender equality prior to their presentation before the Government which takes the decisions.

4.12. Each ministry shall appoint an officer for gender equality, who shall coordinate gender issues within the ministry. The authorities of the Gender Affairs Officers in the respective ministries shall be set in a special ministerial regulation, based on the Kosovo Civil Service Regulation.

4.13. The Gender Affairs Officer, as specified by the foregoing paragraph shall be responsible for the implementation of the gender equality strategy within the framework of ministry's competencies, based on this Law and in collaboration with Office for Gender Equality of Kosovo.

LOCAL GOVERNMENT BODIES

4.14. Local government bodies shall promote and establish equal opportunities, shall draft their policies taking into account gender equality and shall approve any necessary measures and undertake any activities to provide equal opportunities for both females and males.

4.15. Local government bodies shall establish an Office of Gender Affairs and shall appoint a Gender Affairs Officer in municipality. The competencies of the Officers in municipalities shall be set in a special regulation drafted by the Department of Local Administration in the Ministry of Public Services and the Kosovo Civil Service Regulation.

4.16. The Gender Affairs Officer in the respective municipality shall review every decision taken by the local government, prior to the endorsement.

4.17. The Gender Affairs Officer of the municipality shall collaborate with the Kosovo Office for Gender Equality.

SECTION 5. THE OFFICE FOR GENDER EQUALITY

5.1. The Government of Kosovo shall establish the Office for Gender Equality as a separate governmental institution.

5.2. The Office for Gender Equality shall:

- a) Implement and monitor the provisions of the present law and the regulations passed in accordance with the present law;
- b) Propose before the Government and the ministries the compilation, alteration and amendment of laws and regulations, and the approval of other measures;
- c) Draft gender equality promotion policies and supervise its implementation;

d) Supervise the implementation of international acts and agreements on gender equality;

e) Prepare reports on the implementation of the international acts and agreements, approved by the Government, on gender equality in Kosovo;

f) Coordinate the preparation of the Kosovo Program on Gender Equality, and monitor its implementation;

g) Cooperate with the Gender Affairs Officers of the ministries and local governments;

h) Cooperate with non-governmental organizations, acting in the field of gender equality, and provide partial funding for their projects or activities;

i) Cooperate with public institutions and provide partial funding for their projects or activities;

j) Propose the conditions and criteria for partial funding, which are determined by the government;

k) Coordinate activities for implementation of general gender regulations, including the facilitation of professional assistance for the development of appropriate methods and techniques;

k) Propose research and analysis initiatives in the field of gender equality;

m) Work on increasing gender equality awareness;

n) Report before government on the activities of the Office for the previous year, no later than the end of March.

SECTION 6. THE GENDER EQUALITY ATTORNEY

6.1. The Gender Equality Attorney (the Attorney) shall be nominated by the Government and shall be appointed and dismissed by the Assembly.

6.2. The Gender Equality Attorney shall have a deputy, who is elected by the Attorney and is appointed by the Assembly.

6.3. The Gender Equality Attorney and his/her deputy shall meet the following conditions:

- a) A degree in law;
- b) Work experience in human rights, and gender equality;
- c) Must have passed the bar exam.

6.4. The Attorney and his/her deputy shall be discharged from duty in the case of:

- a) Resignation accepted by the Kosovo Assembly;
- b) Permanent loss of capability to perform the duty;
- c) A court order for criminal offense;
- d) Non-fulfillment of the duties specified by the present law.

6.5. The Gender Equality Attorney shall monitor and supervises the implementation of the present law and shall report once a year before the Kosovo Assembly and in case of need even more frequently.

6.6. The Gender Equality Attorney shall review all cases of gender rules violations, cases of gender discrimination against individuals or groups of individuals committed by the government bodies, other bodies of public authority, employees of such bodies, employers or other legal and physical persons.

6.7. All individuals may address the Gender Equality Attorney cases of violations on gender basis, regardless of whether such individuals have been directly harmed or not.

6.8. The Gender Equality Attorney shall report and suggests before the competent bodies any cases of violation of the gender equality right and shall proposes the initiation of the penal or minor offense proceedings.

6.9. In case where the gender Equality Attorney determines that because of a conflict between the present law or any of its subsidiary normative acts with the Constitutional Framework or the regulations, it has come to the violation of gender equality principles, then The gender Equality Attorney shall have the right to request the initiation of a compatibility assessment procedure before the Assembly of Kosovo.

6.10. Government bodies and legal entities with public authorizations, employers and other legal and natural persons are obliged to immediately present all necessary information and provide the necessary documentation at the request of the Gender Equality Attorney, no later than 30 days after the request delivery date.

6.11. The Gender Equality Attorney and his/her employees shall protect and hold all information obtained during the exercise of their advocacy duty as an official secret.

6.12. The Gender Equality Attorney shall draft the rules of procedure for his/her office and shall regulate the internal work system, the services provided by experts and other issues of importance in accordance with law and applicable regulation.

SECTION 7. REVIEW OF GENDER EQUALITY VIOLATION CASES

7.1. Any individual, non-governmental organization, association or other organization may submit before the Gender Equality Attorney a request in writing for the review of an alleged gender equality violation.

- 7.2. The Gender Equality Attorney shall also accept anonymous requests in writing, provided that they contain a reasonable amount of information.
- 7.3. The request for the review of a violation case must be submitted no later than one year after the alleged violation.
- 7.4. The Gender Equality Attorney may review a case of violation after the expiry of the submission date if he/she deems it necessary for the implementation of the present law.
- 7.5. The Gender Equality Attorney shall only review the gender-equality violation cases foreseen by the present law.
- 7.6. The Gender Equality Attorney may require the presence of the conflicting parties prior to its decision on the case.
- 7.7. The Gender Equality Attorney shall review a given request within a period of 30 days after its submission date.
- 7.8. The Gender Equality Attorney shall notify the parties concerning his/her decision and shall request the enforcement of such decision within a period 60 days from the date of its decision.
- 7.9. The Gender Equality Attorney's decision is subject to judicial review, in compliance with the applicable law.

SECTION 8. THE FUNDING OF THE GENDER EQUALITY ATTORNEY AND OF THE KOSOVO OFFICE FOR GENDER EQUALITY

The Gender Equality Attorney and the Kosovo Office for Gender Equality shall be funded by the Kosovo Consolidated Budget.

SECTION 9. THE COLLECTION OF INFORMATION AND GENDER STATISTICS

- 9.1. All data and statistical and non-statistical information collected, verified and processed by the central and local bodies, public services and institutions, public and private undertakings and other entities shall be presented according to the gender structure.
- 9.2. Gender equality must be taken into account during the preparation of reports, analysis and projects by the central and local bodies, public institutions, public and private undertakings and other entities.
- 9.3. The Institutions of Kosovo, which, according to the relevant laws are authorized to collect, verify process and analyze statistics, shall include the gender indicator on all of their activities, population registration, demographic surveys, and any surveys of other kinds.
- 9.4. All data, statistical and non-statistical information that are collected, verified and processed in compliance with section 9.1 shall become a composite part of a statistical data base and may be accessed in accordance with the legal provisions that regulate the protection of the citizens' personal data, and in compliance with the Law on the Access of Official Documentation.

SECTION 10. POLITICAL PARTIES

- 10.1. All registered Political Parties shall ensure, in compliance with section 3.2, that both females and males are equally represented.

SECTION 11. CIVIL SOCIETY

- 11.1. Non-governmental organizations, associations and foundations in the field of gender equality shall collaborate and coordinate their work with government institutions and other institutions as foreseen by the present Law.
- 11.2. Civil society bodies contribute to the implementation of the present law.

SECTION 12. ECONOMY

12.1. The economic, financial, employment, and social welfare legislation and the macroeconomic, micro-economic, financial and privatization programs including the right of heritage and property, loans and natural resources shall enable the equal and full participation of both females and males.

12.2. The competent bodies and legal entities with public authorizations, and financial institutions shall, under equal conditions, provide both females and males with access to revenues and the distribution of revenues that are allocated for the stimulation of businesses and self-employment.

SECTION 13. EMPLOYMENT

13.1. Public and private sector undertakings and legislative and executive institutions shall provide equal rights and opportunities for females and males in labor and employment sector.

13.2. Vacancies shall be available equally for females and males.

13.3. Announcement of job vacancies shall not contain any words or expressions that might cause gender discrimination. This paragraph 13.3 shall not be applied to cases where such announcement or declarations are published to achieve a gender balance in a certain professional sector, provided however that such intention is clearly stated in the annunciation.

13.4. The election criteria and conditions for the vacancies of any field or sector and in all professional levels in the private and public sector, take into account gender equality.

13.5. Employers shall pay an equal salary for both males and females, for the same work and for the work of the same importance and shall also provide equal employment and working conditions and rights.

13.6. Employers ensure that both female and male employees have equal opportunity to attend education and professional training and attend courses that aim to improve professional skills or prepare them for other professions.

13.7. Employers or institutions that provide professional training or any individual participating in such training shall not discriminate any individual on gender basis.

13.8. Employers shall provide equal treatment for females and males in the labor sector and shall take measures to ensure that vacancies or positions are not categorized specifically for females or males.

13.9. Employers take all necessary measures to enable females and males to correspond to both their professional and family obligations. The time schedule, in accordance with the needs of labor the market and family state of employees, must be organized in such a way that female employees can return to their previous posts after maternity leave, parental leave, abortion leave, sick leave or after the time spent out of the place of work due to family emergencies or professional training.

13.10. All female and male employees have the right to become members and take active part in the employees' or employers' unions or in any other professional organization and receive the benefits from such membership.

13.11. Harassment and sexual harassment in the working place is prohibited.

13.12. The expulsion of an employee is prohibited in cases when such employee demands the implementation of the present law.

13.13. Expulsion from work, temporary suspension, unfairness regarding the work safety, working conditions or the recognition of his/her work due to his/her complaint for sexual harassment or discrimination on gender bases, is prohibited.

13.14. In cases of job cuts or job closings, discrimination on gender basis is prohibited.

13.15. Unpaid work of females and males is considered as a contribution to the development of the family and the society in cases of:

- a) The care for family welfare;
- b) The care for children;
- c) The care for other members of the family;
- d) The work on agriculture and family economy, etc.;

The rights established by the present paragraph shall be implemented in compliance with the legislation of social insurance, politics and other measures.

13.16. Protection during work for females and males as well as the benefits from social insurance for short time labor, temporary labor and home labor shall be regulated by the applicable legislation.

SECTION 14. EDUCATION

14.1. Equal right to education must be provided for females and males in all levels of education to ensure their equal active participation in the society, family and the labor market.

14.2. The competent bodies and institutions in the field of education of all levels shall establish, implement and supervise policies with the purpose of ensuring gender equality, especially concerning:

- a) Access to education;
- b) Gender Equality Education;
- c) The preparation, approval and implementation of the of the curriculum;
- d) The preparation of school materials and texts and the review of existing school materials;
- e) Research on the status of genders in Kosovo, as a specific method in education;

f) The inclusion of females and males in professional and advisory training, for those professions which have traditionally been considered only for males or females;

g) Equal participation of females and males in all sports and leisure activities during the educational hours.

14.3. Gender discrimination is prohibited in all schools and other educational and pedagogical institutions.

SECTION 15. MEDIA

15.1. All media (written, audio-visual and electronic) shall promote equality between females and males through:

- a) Educational programs;
- b) Ensuring possibility for the equal presence of female and male journalists in their staff;
- c) Promoting the equal role of females and males in society;
- d) Providing accurate and complete information on gender equality.

15.2. The Broadcasting and publishing of gender-discrimination programs, materials, or information is prohibited.

15.3. The public display of any individual in a way that constitutes an insult, or degradation on gender or sexual basis is prohibited.

SECTION 16. GENDER EQUALITY AND CIVIL RIGHTS

16.1. The age of adulthood for both genders in Kosovo is eighteen (18).

16.2. Marriage is legally recognized, by the civil registration act and establishes rights and obligations, except if otherwise foreseen by other legislation.

16.3. The marriage registration act is allowed after reaching the age of consent, except if otherwise foreseen by other applicable laws.

16.4. Any person female or male may not register more than one marriage at a same time.

16.5. Conditional and forced marriages and marriages against the will of the persons, who are to be married, are illegal and punishable by law.

16.6. The property created during matrimony is registered in the public registers as a common property in the name of both partners.

16.7. The institution that exercises the registration of property shall act in accordance with paragraph 16.6 of the present law.

16.8. The work of both partners, through which common property is created, is considered equal contribution for the creation of the common property.

16.9. The common registered property, in compliance with section 16.7, is administered jointly and may not be alienated without the consent both partners.

16.10. In case of divorce, the common property is equally divided.

16.11. In case of the death of one of the spouses, the inherited property is divided between the surviving partner and the other inheritors in compliance with the applicable law.

16.12. Children of both genders are entitled to an equal share of the inherited property.

16.13. Inheritors, both females and males, can obtain and can renounce his/her share, after the registration of his/her inherited property.

16.14. People of both genders shall have equal access to the insurance system and social welfare during their entire life.

SECTION 17. PENALTY PROVISIONS

17.1. Employers are subject to a fine of 1,000 to 5,000 Euros in case of violation of paragraph 13.5 of the present law. Responsible person is subject to fine of 500 to 1,500 Euros in case of violation of paragraph 13.5 of the present law.

17.2. Employers are subject to a fine of 5,000 to 10,000 Euros in case of violation of paragraph 13.12, 13.13 of the present law. Responsible person is subject to fine of 1,000 to 3,000 Euro in case of violation of paragraph 13.12 and 13.13 of the present law.

17.3. Legal entities are subject to a fine of 5,000 to 10,000 Euros in case of violation of paragraph 15.2 of the present law. Responsible person is subject to fine of 1,000 to 3,000 Euros in case of violation of paragraph 15.2 of the present law.

17.4. The authorized institutions and the person responsible for the registration of properties in the public register are subject to a fine of 10,000 to 20,000 Euros in case of violation of paragraph 16.7 of the present law.

17.5. Funds collected by fines are collected into Kosovo Consolidate Budget.

SECTION 18. INTERIM PROVISIONS

18.1. Within a period of six months from the entry into force of the present law the Kosovo Government shall submit to the Assembly of Kosovo, the Resolution on the Kosovo Program for Gender Equality.

18.2. Within a period of three months from the entry into force of the present law, the Kosovo Government shall issue a regulation for the establishment of the Office for Gender Equality.

18.3. Within a period of three months from the entry into force of the present law, the Kosovo Government shall nominate the person for the gender Equality Attorney position before the Assembly of Kosovo.

18.4. Within a period of 30 days from the date of accepting the proposal from paragraph 18.3, the Assembly of Kosovo shall appoint the Gender Equality Attorney.

18.5. Within a period of 30 days the Gender Equality Attorney shall nominate his/her deputy before the Assembly of Kosovo.

18.6. Within a period of 30 days from the day of receiving the proposal specified in paragraph 18.5, the Assembly of Kosovo shall elect the Deputy of the Gender Equality Attorney.

18.7. Within a period of three months from the entering into force of the present law, the Ministries shall appoint the Officers of Gender Affairs.

18.8. Within a period of three months Municipal Administration appoint the Officers of Gender Affairs in the Municipality.

SECTION 19. FINAL PROVISIONS

19.1. Judicial protection of gender equality is guaranteed.

19.2. Gender discrimination is prohibited by law in all fields of social life in Kosovo.

19.3. This Law does not impede the implementation of other laws into force, which set gender equality violation penalties.

SECTION 20. ENTRY INTO FORCE

The present law shall enter into force after the approval by the Assembly of Kosovo and its promulgation.

Law No. 2004/2

19 February 2004

Appendix B. Nomination of Col. Taibe Canolli for the 2018 International Association of Women Police Leadership Award

This appendix contains the text of the Organization for Security and Co-operation in Europe (OCSE) Kosovo's nomination of Col. Taibe Canolli for the 2018 International Association of Women Police Leadership Award.

Globally, policing is recognized as a male dominated environment and can be a challenge for women to be accepted, or to enjoy the same opportunities afforded to their male colleagues. In traditional patriarchal countries such as Kosovo, where no policewomen existed until after the 1999 conflict, women face additional challenges due to society's gender stereotypes and prejudices creating pressures from families not to support women and girls becoming police officers. They have to constantly prove to society that they deserve to be police officers by working harder than their male colleagues, and convincing not only society, but also their male colleagues of the skills women bring to policing.

Col. Taibe Canolli is a role-model who has achieved success despite prevailing gender stereotypes and has been able to break down barriers within the security sector in Kosovo. "When we first joined the police, there was only small number of women, and there was prejudice, stereotypes and mistrust. Women in the

police force were expected to demonstrate their capacity much more than men in order to be successful," recalls Col. Canolli.

Throughout her policing career she has utilized her academic achievements, strengths, professionalism, leadership and managerial skills, to support all team members no matter what their ethnicity making an outstanding leader to all police officers. She has done this by including diverse opinions, by motivating and supporting police women in all regions including Mitrovica/Mitrovice North, where the country's Serbian minority are based and where ethnic tensions still exist. She has not only supported the Serbian speaking police women of the Kosovo Police but has ensured they enjoy the same development opportunities as their female colleagues from across the rest of Kosovo. She has led the way in supporting their full integration into the country's police, which is appreciated by all national and international counterparts operating in Kosovo. Through her current role as Director of Human Resources she has initiated campaigns in vocational schools to increase the awareness of youngsters including Kosovo Roma, Ashkalia and Egyptian communities of the police and has motivated young women from these communities to apply to become police officers.

Col. Canolli is a pioneering woman who commands the respect of both male and female officers, and staff. In her position as Director of the Kosovo Police Human Resource Department, she leads 8000 police officers working for security and public safety. She was also appointed by the Ministry of Internal Affairs to the position of General Director at the Kosovo Center for Public Safety, Education and Development responsible for the training and education of all law enforcement (police, customs, police inspectorate, fire fighters, correction and probation officers).

In recent years her focus has been to promote the empowerment of women working within the Kosovo Police. She has also become an inspiration for generations of young Kosovar women who want to join the police and who are striving to achieve greater equality in Kosovo's rule of law institutions. "We do not want police women to be merely women, but police women who meet the criteria", says Col. Canolli.

In addition to numerous pioneering accomplishments, her aim for "bringing women on equal footing with men" enabled her to initiate the establishment of the Association of Women in Kosovo Police (AWKP) which supports her personal aim for the advocacy, recruitment, mentoring, professional development and regional networking for police women. Besides her primary job as Director of Human Recourses, Col. Canolli chairs the AWKP, and through her leadership the association has developed enormously, leading the way in Southeast Europe. It is the only one in the region to become an affiliate of IAWP and Member of the European Network of Policewomen (ENP). AWKP has two focuses: the empowerment of the women employees and raising the awareness towards increasing the number of women in the Kosovo Police through gender parity.

The AWKP, whose official inauguration took place on November 1, 2013, represents the interests of women, including the two categories of employees, uniformed officers and civilian employees. Its mission is to strengthen the role and position of women - creating women profile working in law enforcement, support and continuous professional development of women in KP, participation in networks and professional and social initiatives at national, regional and international level. During the course of her work, Col. Canolli makes sure that women candidates have all the right professional qualities for the roles they are expected to perform. By initiating and organizing professional development opportunities for the members of AWKP both in country and abroad Col. Canolli supports and encourages women to take on leadership roles, breaking the stereotypes and cultural barriers that discourage women from joining the security sector. Since the establishment of the AWKP in 2013 the percentage of women in the Kosovo Police ranks has risen from 10% to 14.7%. She has completed several projects on promoting gender equality; encouraged more women to apply for security positions; facilitated healthcare for women, as well as provided professional trainings on gender mainstreaming, leadership and management, in order to retain and assist women officers in advancing their careers. Through her leadership the Kosovo Police now include a high ranked female officer in every recruitment processes as a panel member, aiming to escape discrimination and give equal opportunity to both women and men. Today, the Association has more than 800 members, including men and women, members from minority communities, uniformed and plain clothes officers as well as civilian staff.

Col. Canolli has successfully gained cooperation agreements with Universities in Kosovo resulting in financial benefits for AWKP members and their families wishing to participate in either bachelor or master's

degrees in a broad selection of subjects. In addition, AWKP members now have the opportunity to engage in research activities, training, seminars and various activities of mutual interest.

She has also developed strong relationships with key stakeholders gaining cooperation from various agencies working within Kosovo and the wider region. These include the Office for Security and Cooperation in Europe (OSCE) Mission in Kosovo; UN mission in Kosovo (UNMIK); the Embassies of Norway and the United States; the Parliamentary Commission for Security, Internal Affairs and Oversight of Kosovo Security Force and the Kosovo Assembly Women's Caucus group. Col. Canolli has also forged strong links for AWKP with an NGO, the CIVIKOS Platform, which is an initiative of Kosovo Civil Society organizations established to facilitate cooperation between the civil society sector and Kosovo state institutions, and together with them she works hard to push forward the women's agenda.

Col. Canolli's work has also been recognized within the region, inspiring countries such as Albania, Montenegro and Macedonia to try to implement their own women police associations. She is invited by these countries to promote AWKP and its results on increasing the representation of women in the police and supporting women to take on managerial and leadership positions.

Col. Canolli believes women officers in the police are needed in order to have gender diversity, which is essential for such an institution, particularly in cases of domestic violence, trafficking in human beings and activities for police women that relate to the role women can play in the prevention of violent extremism. She understands that to prevent these cross-border crimes it is vital that Kosovo Police learns from internationally recognized practices and is always seeking opportunities to enhance the professionalism of her

officers. For the moment her activities both as a Director of Police Human Resources and President of AWKP are concentrated in strengthening the role of police women in the prevention of violent extremism. She is achieving this by implementing international practices on the training of trainers for women in the Kosovo Police to enable them to engage in the prevention of violent extremism through enhanced communication skills. By targeting returnees and their families, women police help the re-integration and re-socialization of returnees and their family members. She is also working very closely with a representative of the Islamic, Orthodox/Community and she has helped police women to increase their communication skills while meeting family members of returnees. She is also appointed by Ministry of Internal Affairs and Kosovo Police Anti-Terrorist Directorate as a working group member of the 'Implementation of Action Plan of the National Strategy to prevent violent extremism'.

Col. Canolli doesn't just meet the criteria for the IAWP leadership award, she surpasses them. A true leader is someone who cares about the needs of their staff and ensures they can develop and flourish, in order that they can achieve their full potential. Col. Canolli commands respect from all her staff, male and female, ensuring they are valued and feel they have a unique contribution to make. She is constantly looking for ways to help others to achieve, particularly women and members of AWKP, empowering them to challenge themselves, being there to support them when required. She certainly meets the definition of leadership as defined by Henry Kissinger: 'taking people where they would not have gone by themselves'. She is a role model, a visionary, an inspirational, competent, professional police officer who is passionate about delivering the highest quality policing service to all communities across Kosovo.

Appendix C. Recruiting Video

[Except where indicated, the video is in Albanian with Serbian subtitles.]

A little girl in a classroom is drawing a police woman as an indication of a possible future aspiration of women and a continuation of the KP's efforts.

COLONEL TAIBE CANOLLI: Kosovo Police has many capable women; it is my pleasure to present to you some of them and to invite you to become a part of them.

She opens the door sees one of the policewomen that works on KP's most specialized forces, similar to a U.S. SWAT team.

SPECIAL UNIT OFFICER: Together we overcome all challenges, and we are a part of our successful units.

The Academy Police Instructor for physical training demonstrates the training at the basic academy.

A police woman drops her kids at school. (Police women are mothers too and manage both.)

POLICEWOMAN/MOTHER: This job is full of love, experience it.

Police officers ride motorbikes. Women are part of all units within the KP.*

In the CSI unit, policewomen carry out examinations and research, looking for something (i.e., looking for recruits):

CSI OFFICER: We are searching for the best ones!

Policewomen perform specific tasks in the mountains.

YOUNG SERBIAN WOMAN: Excuse me madam, I have a question!

POLICEWOMAN: Yes, you are probably going to ask me about the vacancy announcement. Let me inform you that the vacancy announcement for police officers is now open, please enroll yourself. You are most welcome!

A K9 officer is training a dog.

K9 OFFICER: This job is a very humane one, become a part of this.

POLICEWOMAN ON BICYCLE: Quickly, quickly come after me, the recruitment has begun; explore your possibilities/opportunities.

A male and a female officer are walking in the square.

YOUNG WOMAN: Please, may I have a snapshot with you for my Snapchat because I love you so![†]

OFFICERS: Yes, yes, of course.

* Younger women might be interested in using a motorbike while on duty.

[†] Most of Kosovo's youth is on Snapchat; this segment was intended to attract them in a contemporary way.

The officers take a selfie with the young woman.

FEMALE OFFICER: Since you love us so, now is the chance to for you to join us. Please Apply!

The young woman replies positively and the officer wishes her good luck.

A woman throws her cap at the academy for public safety indicating a successful graduation from basic training. The officer catches her police cap.

GRADUATING OFFICER: I will never let this one go!

She has a strong commitment and will to serve.

Kosovo's former President Atifete Jahjaga, before becoming the first woman president of Kosovo, was a deputy general director of police. Her voice is heard among the many women in Kosovo.

FORMER PRESIDENT ATIFETE JAHJAGA: We want Kosovo to become the safest place in the world; therefore we need your help. Become part of Kosovo Police, become part of the team that guarantees safety to our citizens. Explore and use the many opportunities that Kosovo Police has to offer. Make yourself proud, make Kosovo proud.

KIMBERLY RIFFE, ICITAP PROGRAM MANAGER: *[speaking English]* Hello, Kosovo. As a retired chief of police and employee of the U.S. Department of Justice, ICITAP, at the U.S. Embassy Pristina, and a partner of the KP, I highly encourage qualified women of all ethnicities to proudly serve your community, your country, by joining the Kosovo Police. Make a difference.

SHPEND MAXHUNI, FORMER KP GENERAL DIRECTOR: The Police of the Republic of Kosovo is growing stronger every day and becoming more trustworthy every day. With new police generations our aim is to advance in providing order and security. Therefore for all of you, without any distinctions, I announce the opening of the vacancy announcement to recruit new officers and invite you to join us.

The criteria and procedures for applying for a position with the Kosovo Police are shown and explained.

About the Author

Joseph M. Jones is the Senior Rule of Law Advisor to the International Criminal Investigation Training Assistance Program (ICITAP). ICITAP is a section of the Criminal Division, U.S. Department of Justice. ICITAP's mission is to work with foreign governments to provide sustainable institutional law enforcement development to law enforcement bodies that results in effective, professional, and transparent institutions. From 1977–1986, Mr. Jones served as a

federal prosecutor primarily of federal tax crimes. From 1987–1998, he served in the private bar with a concentration on federal white collar criminal defense. In 1999, Mr. Jones was hired by the U.S. Department of Justice to serve as the Chief, International Development and Training Programs. Since then he has served in rule of law positions at the U.S. Department of Defense and the U.S. Department of State, as well as at the U.S. Department of Justice.



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