



VICTORI I POLICISË SË KOSOVËS
GODISNJICA POLICIE KOSOVA
ANNIVERSARY OF THE KOSOVO POLICE



GENDER EQUALITY AGENDA IN THE KOSOVO POLICE AND ACTION PLAN 2021–2023

EQUALITY, DIVERSITY AND HUMAN RIGHTS

Gender Representation **Peacebuilding**
SDG 16 Participation **Development** Security **Networking**
National Action Plan
Conflict **Inclusion** **Diversity**
Impact 2030 Leadership
Eliminate disparities
Combat Violence
Values **Protection**
Sustainable Development
Representation
Empowerment **Justice**
SDG 5 Status Gender Equality
Influence Equip **Enable**
Victims of Violence Reconciliation
#Planet5050 **Agenda** **Decision Making**
Governance Economic empowerment
Dignity **International**
Sensitization Harmful cultural practice UN Resolution 1325
Peer mentoring

GENDER EQUALITY AGENDA IN THE KOSOVO POLICE AND ACTION PLAN 2021-2023

EQUALITY, DIVERSITY AND HUMAN RIGHTS





TABLE OF CONTENTS

MESSAGE FROM THE GENERAL DIRECTOR OF THE POLICE, 6

GENDER EQUALITY AGENDA IN THE KOSOVO POLICE, 8

WHY IS A GENDER EQUALITY AGENDA NEEDED FOR THE KOSOVO POLICE?, 10

OPPORTUNITIES FOR CULTURAL CHANGE IN THE ORGANIZATION, 11

BASIC RESEARCH, RECOMMENDATIONS AND STEPS TO BE UNDERTAKEN BY THE KOSOVO POLICE FOR DESIRABLE OUTCOMES:, 15

BACKGROUND AND REFERENCES, INCLUDING THE VOCABULARY OF TERMS, 24

RELEVANT INTERNATIONAL LEGISLATION, 25

RELEVANT LEGISLATION OF THE KOSOVO POLICE, 26

STAKEHOLDERS AND BENEFICIARIES OF THIS PLAN ARE:, 28

GLOSSARY OF TERMS, 28



Towards achieving a common goal!

GENDER EQUALITY AGENDA IN THE KOSOVO POLICE AND ACTION PLAN 2021–2023

EQUALITY, DIVERSITY AND HUMAN RIGHTS

MESSAGE FROM THE GENERAL DIRECTOR OF THE POLICE



Mr. Samedin Mehmeti

*General Director
Kosovo Police*

Kosovo Police

I am proud to lead an organization that is committed to implementing the guiding principles, which guarantee employment, promotion and assignment of tasks in a comprehensive, meritorious and non-discriminatory manner, reflecting the multi-ethnic character in the Republic of Kosovo, as well as recognizing the principles of gender equality and human rights enshrined in the Constitution.

Equality, diversity and human rights are of particular importance, where all employees feel appreciated, motivated and confident to contribute to our society. With a comprehensive and respectful composition, we can support each other better and respond effectively to the needs of the community we serve.

Gender equality and diversity are drivers of cultural change and serve the growth, development, productivity and performance of the Kosovo Police. Given the patriarchal mentality still present in the Balkans, in 1999 women in Kosovo were not expected to be so interested in joining the Kosovo Police Service (KPS). The reality was different and women in Kosovo Police, as elsewhere in

the Western world, proved that there are no roles or responsibilities in society that they can not assume. In fact, experience taught us that women police officers in the KP are professional and capable of performing all police duties. Therefore, this Gender Agenda is an added value to our organization, providing transparency in leadership and enabling the Kosovo Police to take initiatives for cooperation with the community, central and local government institutions, as well as international partners.

As Kosovo Police continues to evolve and reform, it is important that we research and apply adequate legal measures to ensure gender mainstreaming within the Police, in order to provide the best possible service to the community. It is important to build a healthy partnership and be a role model with regard to gender equality by recruiting and promoting candidates with professional qualities and high values.

The Kosovo Police will implement the Gender Agenda in cooperation with international and local partners, the Agency for Gender Equality, NGOs, etc., which will support the implementation of objectives and activities planned in the action plan 2021-2023.



Equality, diversity and human rights are of particular importance, where all employees feel valued, motivated and confident to contribute to our society.

GENDER EQUALITY AGENDA IN THE KOSOVO POLICE

Vision

Enabling effective and sustainable integration of women and men within the organization by respecting national and international standards for the protection of gender rights, as well as promoting gender equality by focusing on the empowerment of women in the Police.

Gender Agenda Values for KP

In order to create a comprehensive police in terms of gender, we have defined our values within the Gender Agenda:

- Promoting equal opportunities for women, at all levels and positions in the Kosovo Police.
- Partnership with the community, to provide a professional and comprehensive police service,
- Building mutual trust with the community.
- Creating a positive environment and climate within the organization, in order to promote the safety, health and well-being of women and men at work.
- Responsible and transparent decision-making.
- Encourage creativity and diversity of ideas.

The Kosovo Police Gender Agenda, supported by the senior police management, will serve as a guide for the Police at the central and local levels, especially for those working in the units responsible for diversity, human rights, professional development and promotion, human resources and public relations. Officers, who are in charge of recruitment, admission, selection and professional development of women and men within the Police will, based on the existing success, enable further development of the Police, and ensure a gender responsive approach to all processes and practices in order to increase the confidence of the communities it serves. The Gender Agenda will also provide additional opportunities for cultural change within the organization and respect for human rights as an essential element in providing effective policing. Furthermore, through the action plan - objectives and planned activities, the GA will provide support in fulfilling the legal obligations to comply with human rights and gender equality conventions and national and international principles.

As one of the most trusted institutions in the country, the Kosovo Police has employees who reflect professionalism towards the community and who support continuous change based on best local and international experiences for the inclusion of gender perspective. The police provide security for all citizens living and working in Kosovo,

The Kosovo Police will implement the Gender Agenda in cooperation with international and local partners, the Agency for Gender Equality, NGOs, etc, which will support the realization of objectives and activities planned by the action plan 2021-2023.



and for those visiting the country, providing accessible and accountable service, without discrimination, harassment or victimization, to the needs of all communities, including minority groups.

The Kosovo Police will continue with its commitment to help advance the women's agenda, with special emphasis on increasing the role of women in security and peace processes, maintaining women in the police service, and empowering them, making a better use of capacities, skills, knowledge they possess and the role they play in society.

In addition, special attention shall be given to career development of women within the Police, by subjecting them to competition and equal opportunities, increasing the role in dialogue processes, visibility and gathering information, which have an impact in preventing commission of criminal offenses and investigating criminal offenses, in particular cases relating to gender-based violence.

In this regard, the Kosovo Police through GAKP will assist in, as follows:

- Increase the contribution of women at all levels and positions in the Police,
- Support career development of women, as well as their promotion in decision-making positions:
- Gender mainstreaming, promotion and representation of women throughout the organization will be supported,
- Continue to prioritize the provision of services on gender issues affecting women within communities;
- Set the highest standards of integrity, professional competence and security through organizational governance.

Therefore, the Gender Agenda of the Kosovo Police, with its long-term objectives, aims to support gender mainstreaming, and will serve as a guideline for all police managers at all levels, and through its planned activities, will strengthen meritocracy, principles of gender equality and human rights provided by the Constitution of Kosovo.

Kosovo Police, as one of the most trusted institutions in the country, has employees who reflect the professionalism among of the community and who supports continuous change and development based on best local and international practises for the inclusion of gender perspective.



WHY IS A GENDER EQUALITY AGENDA NEEDED FOR THE KOSOVO POLICE?

Although the Kosovo Police has theoretical, practical and legal arguments for equal opportunities in professional development, promotion and recruitment based on merit, these principles have yet to be fully reflected in practice. Why?



The integration of the gender perspective and the full and equal participation of both genders in the Kosovo Police is enabled by the legislation in force (within the Police and at the national level harmonized with the international one), strategic documents, including policies - internal systems of employment and career advancement, as well as of the professional training and education.

Specifics and difficulties of the profession;

- Opportunities for further effective development of procedures and application of legal provisions regarding gender perspective;
- Available gender capacities and opportunities (capacities, skills, knowledge they possess and their role in the society);
- Interest for employment is lower in women in relation to men

As in any other country, the Kosovo Police in the stage of its establishment was faced with stereotypes and prejudices that police work is mainly a field of men, which have faded and almost disappeared with the involvement of women and their contribution to implementation of duties and responsibilities.

Gender mainstreaming and full and equal participation of both sexes in the Kosovo Police, is enabled by the applicable legislation (within the Police, and at the national level harmonized with the international legislation), strategic documents, including policies - internal systems of employment and career advancement, as well as vocational training and education. In this context, training and education of all police staff on gender equality, joint work, and promotion based on competition and merit have been the most effective ways to remove gender-based prejudices.

Being the most trusted institution in the country, and with the largest number of women employed, there was huge interest of both women and men from all communities to apply for positions of police officers and join the ranks of the Kosovo Police in all public competitions. However, if we were to compare them, women have less of an interest than men. This is reflected in all stages of recruitment and selection as well as other processes. In order to achieve gender and ethnic equality, the Kosovo Police has organized special competitions only for women and members of communities, which have been less represented and has taken affirmative measures.

Therefore, through the Gender Agenda we commit to:

Continue developing our staff in order to better understand the importance of diversity, gender equality and inclusion as well as the positive results that can be achieved through this approach.

We continue to develop an institutional and inclusive culture, where all staff regardless of their background, feel confident to unfold their personal characteristics and values.

Continue to develop a talented workforce that respects all the cultures and differences of others, in order to create an environment that enables all staff without exception to develop and continually advance in their professional careers.





OPPORTUNITIES FOR CULTURAL CHANGE IN THE ORGANIZATION

The Gender Equality Agenda commends and credits the Kosovo Police for the positive progress it has made over the last twenty years in establishing a credible and effective police force. However, despite the progress made so far, women police officers continue to be under-represented in both promotion and professional specializations. The continuous development and reforms of the organization throughout these years increased the need to ensure that the representation of women and men is equal at all levels, in order to achieve the highest international standards of policing, and we are ready to protect the lives and property of all communities without exception.

In recent years, progress has been made particularly in the empowerment of women in the Kosovo Police. However, despite the progress challenges remain in access of women police officers and civil servants in professional development and in the field of mentoring. Full identification of the potential of women police officers assures the KP that diversity in the institution represents the diversity of the community it serves. Furthermore, women employed in the Kosovo Police are an exemplary role model for women and girls in Kosovo society and beyond, this model enables them to feel safe, provides them with an understanding of their needs so that they see and pursue the Police as an opportunity for future employment and career development.



The Gender Equality Agenda compliment and commends the Kosovo Police for the positive progress it has made in the last twenty years in creating a credible and efficient police force.



Women constitute 15.12% of the police force, with 12.80% of police officers and 49% of the population.



Women make up 15.12% of the police force, with 12.80% of police officers, while they make up over 49% of the population.¹

A responsible modern police service needs that scope of experience and perspective which could only be provided by a balanced workforce; 98% of police officers that benefited from specialized operational trainings where men², whereas 30% of women within KP participated in “Soft skills”³ trainings compared to only 13% of men⁴.

Being an organization of a country that went through a conflict, the Kosovo Police was supported by many international institutions in drafting legislation, policies, procedures and organizational structure. Usually, in such settings there is a risk that policies and legislation will be drafted without a deep understanding of the cultural and social norms of the communities that are expected to be served by such guidelines.

Given that the status of women within police organizations also reflects the status of women within communities, it is worth noting that through reference to strategic documents, such as: The Development Strategy, the Integrated Intelligence Led Policing Strategy and Community Policing and the Gender Agenda, will

¹ Data provided by the Kosovo Police, Labor Force Survey TM2 2019

² Data provided by the Kosovo Police, Labor Force Survey october 2019

³ Data provided by the Kosovo Police, October 2019

⁴ Data provided by the Kosovo Police, October 2019



support the empowerment of women and the creation of appropriate opportunities for their engagement in the protection of the rights of women and children in the community, gathering information and addressing crimes of gender-based violence. Police officers should play a key role in increasing their engagement in the social dialogue, gathering information on crime prevention and apprehending perpetrators.

Through the creation of a suitable working environment, appropriate legal infrastructure, possibility of career development based on merit infrastructure the Kosovo Police have increased trust in the community and encouraged many women to apply for employment in the KP, and cooperate with the Police when they need support. The activities foreseen by the agenda will strengthen the processes for increasing the number of women, their empowerment and increasing the cooperation with the communities, all the foreseen activities will undoubtedly reflect in the building of trust in the justice systems.

Furthermore, the risk of violent extremism, modern slavery and gender-based crimes, along with the need to engage with different community profiles in a timely and efficient manner, are also challenges facing the Police globally. Kosovo Police, with the support of this gender concept, has the opportunity to be a model both at the regional and international level in the commitment to crime prevention and the creation of a comprehensive police service in terms of gender.

The action plan for gender equality in the organization is divided into medium and long-term objectives, which describes how the KP will act to support the advancement of women and men in their careers. Subsequent actions will serve the Kosovo Police as a plan to continue strengthening diversity, inclusion and gender equality in the organization. The Human Resources Department, in cooperation with other departments, international and local partners, etc, will be the main driver of the objectives on behalf of the KP and is responsible for the implementation of these objectives. The gender agenda and action plan should be reviewed on an annual basis.



The Kosovo Police has increased trust in the community and encouraged many women to apply for employment in the KP by creating of a suitable working environment, appropriate legal infrastructure and the opportunity for merit-based career development.



Kosovo Police, by supporting the gender equality concept, has the opportunity to lead both regionally and internationally on its commitment to prevent crime, and to create a comprehensive police service in terms of gender equality.





BASIC RESEARCH, RECOMMENDATIONS AND STEPS TO BE UNDERTAKEN BY THE KOSOVO POLICE FOR DESIRABLE OUTCOMES:



Based on role and results at work, the Kosovo Police will be engaged in increasing the number of women, developing their skills and on empowering their role.

Longterm Objective 1

Increase the contribution of women in all decision-making positions, ranks and levels.

“The gender agenda empowers women (police officers and civil servants) through increased dialogue, cooperation and a broader understanding of the challenges and dilemmas they face. A greater presence of women police officers within communities reduces tensions and increases the ability to gather information as essential elements for maintaining peace and the rule of law.”

Highlights of the basic research	Recommendations from the gender agenda	Initiatives undertaken by the KP
<p>1. Failure to take advantage of available opportunities to move into roles for development and advancement</p> <p>2. Many police women remain in administrative or office roles. Lack of resettlement plans that define the capacity and skills of the labor force to respond appropriately to community threats, risks and needs.</p> <p>3. The lack of policies of balance between life and work, as well as constant rotation, makes it extremely difficult for police women to stay in their police roles.</p> <p>4. Despite KP commitments, based on the role and results at work, KP needs to increase the number of women, strengthen the role and increase the skills of women.</p> <p>5. Lack of Early Retirement Law.</p> <p>6. High-ranking female police officers were not engaged in the earlier stages with training and mentoring of police cadets in basic training for police officers resulting in a lack of role models.</p>	<p>1.1 Effective use of existing policies</p> <p>2.1 The plan for the resettlement of KP employees based on operational needs should be developed based on international practices.</p> <p>3.1 Learn from other police organizations that have overcome obstacles and developed flexible working and family-friendly policies, such as the police of countries with which the KP has signed cooperation agreements and the police of countries with high standards. of gender mainstreaming.</p> <p>4.1 Proactive use of video and photographic images, inside and outside the organization for women performing operational roles, on the front lines, etc.</p> <p>5.1 KP should continue with affirmative measures to increase the number and strengthen their role.</p> <p>5.2 Conduct effective policy review and monitoring and evaluation to ensure that gender equality standards are met.</p> <p>6.1 Develop a mentoring program and mentoring scheme for women police officers in the KP based on international practices.</p>	<p>1.1.1 The Human Rights and Gender Equality Coordinator is a member of the policy monitoring groups.</p> <p>2.1.1. The workforce restoration plan in the KP has been developed and finalized by the end of 2022.</p> <p>2.1.2 Learn from the practices of European countries to see examples of how they overcame challenges or how they developed a workforce resettlement plan based on operational needs.</p> <p>3.1.1 Develop flexible work and family-friendly policies.</p> <p>3.1.2. Learn from the practices of European countries to know how they overcame challenges and how they adjusted flexible work plans and family policies.</p> <p>4.1.1 Positive events for women from all communities to better understand the role of women within the Police and the results at work, to prepare them for the selection process.</p> <p>5.1.1 Focused recruitment, promotion and introductory workshops. Video messages that provide job advertisements targeted at women, in media formats in specific locations frequented by women.</p> <p>5.1.2 Organizing affirmative competitions.</p> <p>5.2.1 Kosovo Police should review policies and incorporate recommendations arising from the review and monitoring process.</p> <p>6.1.1 Development of a mentoring program, through which senior police officers mentor middle-ranking women police officers, middle-ranking female police officers mentor new women police officers. Practices of advanced countries.</p> <p>6.1.2 Appointment of female mentors for each cadet before graduating from the Academy. These women police officers should be from the regional directorates or police stations where the cadet is to be assigned; this will be done in parallel with their FTO training mentors who have a different role.</p>



Support gender mainstreaming and gender-sensitive language in all trainings and strengthen the progress and representation of women throughout the organization.

“At the highest levels of leadership, the Kosovo Police is committed to increasing the professional skills of women within the service, in order to better serve women within their communities.”

Highlights of the basic research	Recommendations from the gender agenda	Initiatives undertaken by the KP
<p>1. Gender Equality, Human Rights and Diversity implemented as special trainings, perpetuating the idea that it is ‘good to have them’ and should be seen as essential.</p> <p>2. Promotion/ advancement and interview panels shall reflect the gender composition of the service. (It is regulated by the Administrative Instruction on promotions).</p> <p>3. Perceived lack of female instructors with relevant operational experience in all training facilities.</p> <p>4. The focus of operational training on man police officers as a result of caring for the family, etc., reduces opportunities for women and reinforces stereotypes that men are better suited for physical roles, such as: dealing with violence and women are more suitable ‘easier work’ and relationships with women and children.</p> <p>5. Lack of a constructive response towards unsuccessful candidates applying for promotions or specialized roles can create a lack of transparency during the processes.</p>	<p>1.1 The module on Gender Equality, Human Rights and Diversity should be included/ integrated in all basic trainings.</p> <p>2.1 The inclusion of women in interview panels, where women candidates are evaluated, should continue, so that women are represented in all promotion and selection processes, regardless of the gender of the candidate.</p> <p>3.1 Promote the role of training in development and career advancement.</p> <p>3.2 Create trainers and continuous professional development opportunities.</p> <p>4.1 Take positive action for female police officers to understand the requirements of those perceived as ‘traditional male roles’, such as specialized operations, traffic patrols and rapid intervention units.</p> <p>5.1 Ensure that any candidate who fails in promotion receives a reply along with a personal development plan, to enable improvement in weak areas and to encourage unsuccessful candidates to reapply.</p>	<p>1.1.1 The KP shall establish working group composed of local and international experts for the inclusion of gender issues in the basic training.</p> <p>1.1.2 Human rights and gender equality shall be included in all basic and advanced training curricula.</p> <p>2.1. All interview and promotion panels should reflect gender equality in the organization.</p> <p>3.1.1 By the end of 2021 the number of trainers from the ranks of women police officers shall increase by 10%.</p> <p>3.2.1 KP supervisors should be proactive in encouraging women to apply for specialized operational training.</p> <p>4.1.1. Development of affirmative action initiatives for the preparation of women candidates for selection to specialized positions and units.</p> <p>4.1.2 Review testing criteria for positions in specialized units to ensure that they are role-specific and not just a test based on male characteristics.</p> <p>5.1.1 The personal development plan for unsuccessful promotion candidates has been developed based on international experience.</p>



*‘We serve’
‘We protect’
‘We lead’*



The Annual Training Plan, which is based on the KP strategic objectives, through which the empowerment of women and the training opportunities will be given to all women within the KP, will be realized in close cooperation with local and international partners and NGOs.

6. Despite the investment in the development of specific skills e.g. specialist in domestic violence, police officers happen to be transferred to other roles such as traffic, where investment in their professional development cannot be used effectively.

7. Lack of a detailed data analysis on the reasons why women leave the KP, either during basic training or later in the service.

8 Annual training plan of international, local partners, NGOs empowering women, provides positive opportunities for training of all women within the KP, if it is harmonized with the Annual Training Plan and the strategic objectives of the KP.

6.1 Develop a database of specific skills in the Kosovo Police and ensure that training is scheduled based on an assessment of organizational and individual needs, ensuring gender balance.

6.2 Monitor training assignments by collecting gender-disaggregated data.

7.1 Conduct detailed interviews on leaving the service, analyze the recorded data.

7.2 Do research with women 3 months after leaving the service, because only then are they ready to identify specific issues of leaving.

7.3 Provide proactive intervention once it is learned that someone intends to leave the organization, with the "What would make you stay?" Approach.

8.1 The Kosovo Police would benefit from international, local partners, NGOs, etc., if the Annual Training Plan to be provided to KP employees is in line with the KP's strategic objectives. Every training provided to KP employees must comply with the Training Needs Analysis (TNA) of the KP Training Division and be approved by the Police General Director, this will eliminate duplication of activities for the same target group.

5.1.2 Competency-based interviewing skills are applied by panel members and the competency-based approach is applied throughout the selection and interviewing process.

6.1.1 Based on international practice, the KP initiates internal research on the specific skills of the Police (men and women) and the findings are used to develop a database of specific skills of staff.

7.1.1 KP shall conduct surveys and research on why women leave the service.

7.2.1. KP shall conduct surveys and follow-up research 3 months after women leave the service.

7.3.1. KP shall identify proactive interventions to keep women in the service, and keep them in mind when planning future actions.

8.1.1 Draft terms of reference between KP and cooperation partners in the field of training, to harmonize training goals and provide training.

Long-term objective 3

Prioritize the provision of services on issues related to women within the KP and communities.

“We will work to understand victims of hate crimes and gender-based violence, and we will work with those victims who are less likely to report cases.”

Main issues of the basic research	Recommendations from the gender agenda	Initiatives undertaken by KP
<p>1. The increase in the number of incidents of domestic violence and failure to respond in a timely manner to protect the victims may diminish the trust of communities.</p> <p>2. Lack of adequate rooms to interview victims, either in the premises of the Police or service providers for victims, who co-operate with the Police.</p> <p>3. There is a significant multicultural influence from different communities, therefore cultural and social norms need to be properly addressed and understood.</p> <p>4. There is a requirement to meet the special needs (including the display of dignity and respect) of women arrested and detained.</p> <p>5. Intelligence Led Policing should enhance the role and contribution of women in the Police, especially in the collection of information that can be used effectively to better protect women's rights.</p> <p>6. Where there has been significant influence from international donors, the cultural and social norms to be addressed are not properly understood.</p>	<p>1.1. KP to ensure that all staff within the KP are aware of the content of applicable legal acts for protection from domestic violence and that they are willing to carry out their responsibilities as police officers.</p> <p>1.2. KP to ensure that all front-line staff have at least a minimum knowledge of the focused-based approach on victims of domestic violence and other crimes of gender-based violence.</p> <p>1.3. KP to ensure that all staff engaged in the investigation of DV and other GBV crimes attend specialized training.</p> <p>2.1 Personnel working in the DV or GBV unit should be allowed to wear civilian clothes, not uniforms, especially when visiting victims in their homes.</p> <p>2.2 Provide sufficient resources for the DV unit and other specialized units engaged in the fight against DV/GBV for the reporting levels in each directorate.</p> <p>3.1. To increase reporting of all hate incidents/ crimes and in particular to increase reporting of such crimes committed against asylum seekers, refugees, the LGBT community, people with disabilities and other marginalized groups.</p>	<p>1.1.1 Organization of awareness training of all front-line personnel within the KP, including DV investigators, on national SOPs and on the prevention of gender-based threats.</p> <p>1.1.2 Training on victim-focused approach, specifically for victims of DV and GBV crimes to be held for all KP front line police officers, domestic violence investigators and other relevant personnel.</p> <p>1.1.3 All staff in DV and GBV units attend specialized trainings.</p> <p>1.1.4 Develop a curriculum on sexual harassment in the workplace and victim protection.</p> <p>2.1.1. The KP enters into co-operation agreements with non-governmental organizations in order to train women from marginalized groups on the prevention of DV and GBV (for example, Ashkali, Roma and Egyptian women).</p> <p>2.2. 1 Keeping records and analyzing them.</p> <p>3.1.1 The KP will continue to work and treat victims of hate crime and engage with those victims who are least likely to report cases.</p>





4.1 Joint training and initiatives of police officers and those in the Correctional Service, to monitor the approach to women in holding centers, detention centers, and women victims of GBV, which would bring benefits to the KP.

4.2 Meeting the specific needs of women in detention and demonstrating dignity and respect is an integral part of the detention center official and the training provided to detention center staff.

5.1 The police should enable the operation of an effective information collection system that utilizes opportunities for women to be better protected.

7.1 The Kosovo Police to assume its role in developing quality, timely and relevant organizational strategies as well as tactical implementation plans. International organizations provide their expertise.

3.1.2 In co-operation with our partners, we will identify high-risk hate crime cases, and based on a multi-institutional approach, initiate early investigation.

3.1.3 Responding to the needs of communities, with a particular focus on people with disabilities, transgender people, the elderly, and people whose first language is not Albanian or Serbian.

4.1.1 In the next two years, police and correctional officers will conduct a basic satisfaction/dissatisfaction survey with women in detention. This research will then pave the way for the further development of a strategic objective of equality, while adequate initiatives are implemented to meet the specific needs of women detainees.

5.1.1 KP will further strengthen its commitment and service delivery standards to address vulnerability and intimidation.

5.1.2 KP conducts training only for women police about intelligence-led police.

7.1.1 The KP will assume its role to develop relevant organizational strategies and will address the treatment of cultural and social norms.



Higher standards of integrity, professional competence, and control through organizational governance.

“Kosovo Police recognizes the importance of women within the Police in addressing the needs of women within communities and in increasing mutual trust, peace and public order.”

Main issues of the basic research	Recommendations from the gender agenda	Initiatives undertaken by KP
<p>1. Kosovo has an adequate Law on Gender Equality (Law no. 05/L-020), public institutions are responsible for gender mainstreaming and of all policies, documents, and legislation (Article 5).</p> <p>2. The lack of self-confidence in handling and investigating allegations of harassment, bullying among KP staff.</p>	<p>1.1 Develop and implement a policy against gender-based harassment, policies, and the opportunity to file a complaint.</p> <p>2.1. Develop confidential reporting channels for Police personnel to present concerns/ file complaints about misconduct, both inside and outside the service.</p>	<p>1.1.1 Mechanisms developed in the Police guarantee the prevention and response to cases of gender-based discrimination and sexual harassment against women and men in the Kosovo Police.</p> <p>1.1.2 Establish a curriculum for sexual harassment in the workplace and mandatory protection of victims.</p> <p>2.1. Office for Human Rights and Diversity in KP, in co-operation with local organizations and international, operates a confidential channel for reporting concerns and complaints about misconduct of police staff both inside and outside the service.</p>



Kosovo has a rightful law on gender equality (Law no. 05 / L-020), public institutions have responsibilities to mainstream gender on all policies, documents and legislation (Article 5).



Long-term objective 5

Maintain a favorable environment by promoting the safety, health, and well-being of police officers.

“Kosovo Police understands the importance of effective data analysis, assesses the need for policy interventions and changes, or understands that the health and well-being of all staff is a vital issue.”



KP will work in partnership with the units responsible for uniforms and equipment, to ensure that the specific needs of women at the uniform design stage are met.

Main issues of the basic research	Recommendations from the gender agenda	Proposed actions
<p>1. The uniforms and equipment provided to women police officers in specialized units are not ‘appropriate for that purpose’, and do not suit their specific needs, thus affecting their ability to perform their duties effectively.</p> <p>2. Lack of women representative in decision-making for the design of uniforms.</p> <p>3. Lack of special rooms only for women within some police stations and departments of specialized units.</p> <p>4. Lack of opportunities for flexibility in working hours may affect the willingness of female police officers to stay in the KP.</p>	<p>1.1 Uniforms and equipment provided to women police officers in specialized units are designed for men and may affect their safety and security. This can also result in ineffective performance of their duties.</p> <p>1.2 All decision about uniforms and equipment must be subject of gender impact assessment prior to the signing of the final agreement and its implementation.</p> <p>2.1 To include the coordinator for human rights and equality in the uniform design working group.</p> <p>3.1. Lack of separate rooms for clothing or cleaning for women, especially within specialized departments, may affect their morale, as they may feel that they are not being treated with dignity and respect or that they are not valued enough by the service. This can also negatively affect women applying to such units.</p> <p>4.1 Examine international practices on the flexibility of working hours for women police officers, which would help keeping them in the service.</p> <p>4.2 The lack of health insurance is reflected in the support of women police officers due to certain health problems experienced by women and which may affect their work and that of the team, eventually leading to the departure of women from service.</p>	<p>1.1.1 The KP shall consider the involvement of police officers in each uniform design procurement commission to conduct a gender impact assessment for all uniform and equipment specifications assigned to suppliers.</p> <p>1.2.1 The KP will work in partnership with the units responsible for uniforms and equipment to ensure that the specific needs of women are met at the design stage.</p> <p>2.1.1 The KP considers the legal possibility for the mandatory inclusion of the human rights coordinator and equality or representative of this office in the working group for uniform design.</p> <p>3.1.1 The Kosovo Police will take into consideration the basic findings of the AGE and through the department responsible for planning of capital project shall consider the possibility of building special spaces/rooms for the needs of women in specialized units.</p> <p>3.1.2 The KP will take into consideration the building of separate rooms, changing rooms and bathrooms for women police officers who are members of specialized training units.</p> <p>4.1.1 The KP will use existing agreements with other police organizations, such as the South Wales Police, etc., to identify any real or perceived obstacles to the implementation of flexible working practices by taking into consideration each lesson learned.</p> <p>4.2.1 Request for budget allocation and modalities of implementation of health and life insurance.</p>



Maintain a favourable environment, promoting the safety, health and well-being of women police officers.

BACKGROUND AND REFERENCES, INCLUDING THE VOCABULARY OF TERMS

The purpose of the agenda was to acquire the perceptions and attitudes about the impact of potential cultural reforms on women and their ability to achieve their potential within the service. To achieve this:

- Five workshops with focus groups in all of Kosovo were held, including police officials and personnel, senior police managers, and police cadets, who participated in the basic training of police officials at the Academy.
- A skills review survey was distributed to police and civilian officials, which focused on skills measures (direct and indirect).
- Views on diversity and equality were drawn from several face-to-face interviews with national and international organizations, NGOs, judges, senior government officials, and other focus groups.

KP and the OSCE reviewed the baseline assessment and its findings and have transformed it from a research report into an applicable document, which would be useful to promote women within the police service according to international practice.

Findings from the baseline assessment, as well as discussions during meetings with KP middle and senior managers, government representatives and NGOs, as well as training and interviews with police focus groups, composed of policewomen and their superiors, helped to draft applicable recommendations, in order to assist Kosovo Police to remain part of a democratic society, where men and women work equally, complementing and enriching each other with their differences.





RELEVANT INTERNATIONAL LEGISLATION

The United Nations Security Council Resolution 1325 (2000) on Women, Peace and Security has reaffirmed the important role of women in conflict and post-conflict countries in four main dimensions: conflict prevention, equal participation, protection and the provision of assistance and recovery. All of this is essential to achieve the 2030 Agenda, including MDG16 for the promotion of peaceful and inclusive societies.

In September 2015, the Heads of State and Governments, all of whom agreed to work towards the Agenda 2030 for Sustainable Development, approved the United Nations Sustainable Development Goals (SDGs). Out of 17 SDGs agreed upon, the most important for this concept paper reads:

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels⁵.

CM/Rec (2019)1 on preventing and fighting sexism.

On April 2019, the EU Parliament adopted so called directive of work-life balance, which entered in to force on 1st of August 2019.

Council of Europe Gender Equality Strategy, 2018-2023⁶ includes six strategic areas related to this document:

- Prevent and combat gender stereotypes and sexism.
- Prevent and combat violence against women and domestic violence.
- Ensure the equal access of women to justice.
- Achieve a balanced participation of women and men in political and public decision-making.
- Protect the rights of migrant, refugee and asylum-seeking women and girls.
- Achieve gender mainstreaming in all policies and measures.

More details on the above aspects are set out in the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence, known as the 'Istanbul Convention'.

Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)⁷ explicitly defines through some articles what is expected of governments:

Article 2: States Parties condemn discrimination against women in all its forms, agree to pursue by all appropriate means and without delay a policy of eliminating discrimination against women and, to this end, undertake:

Relevant legislation of the Kosovo Police

Pristina Principles 2012⁸ developed by NDI provide that in order to build women's security and to increase their access to justice, governments must ensure the following:

Reform security sector institutions to improve their gender sensitivity by increasing the ranks of women in leadership positions, instituting diversity training, and altering organizational structures to improve response to citizen security needs.

Prevent, prosecute, and punish violence against women, ensuring an end to impunity for those who commit crimes and accountability for those insufficiently enforcing laws through, for example, performance measurement plans that track arrests and prosecutions for crimes committed against women, especially the many forms of gender-based violence, including human trafficking.

The existing legislation and legislation guidelines in the Kosovo Program for Gender Equality, including the Constitution, there is a clear objective to ensure gender equality. 'General Measures to Prevent Gender Discrimination & Ensure Gender Equality' set out the expectations from public institutions to implement legislative and other measures, including the following:

- Analyzing the status of women and men in the respective organization and field.
- Adoption of strategies and action plans for the promotion and establishment of gender equality in accordance with the Kosovo Program for Gender Equality.
- Gender mainstreaming of all policies, documents, and legislation.
- Ensuring that the selection, recruitment, and appointment processes, including for leading positions, are in line with the requirement for equal representation of women and men.
- Inclusion of gender budgeting in all areas, as a necessary tool to guarantee that the principle of gender equality is respected in collecting, distribution and allocation of resources.

⁵ www.sustainabledevelopment.un.org

⁶ <https://www.coe.int/en/web/genderequality/gender-equality-strategy>

⁷ <http://www.un.org/womenwatch/daw/cedaw/text/econvention.htm>

⁸ <https://www.ndi.org/pristina-principles>





- Allocating adequate human and financial resources to programs, projects, and initiatives for the achievement of gender equality and women's empowerment.

Furthermore, the present gender agenda is in line with the Law on Kosovo Police⁹ no. 04 / L-076 , Kosovo Police Human Resources Strategy and the Kosovo Police Handbook on the Principles of Gender Equality and Non-Discrimination which define:

- Commitment to employment, advancement, and assignment of duties in comprehensive, merit-based, and non-discriminatory manner, by reflecting the multi-ethnic character of Kosovo and by recognizing the principles of gender equality and human rights foreseen by the Constitution.
- Drafting special programs/strategies that encourage the involvement of women in the Kosovo Police and allocating appropriate budgets for implementation.
- Implementation of advanced gender equality policies in the work of the Kosovo Police, including the financial resources needed for implementation.

Effective elimination of gender-based violence requires a comprehensive approach that includes long-term preventive measures; effective protection and high-quality services to support women experiencing violence; prosecution and punishment of perpetrators; regular collection of data on the prevalence of violence; and monitoring and evaluating the implementation and effectiveness of relevant laws, policies, and programs (CEDAW 2017; Fulu 2014; Jewkes 2002; UN Women 2015c, 2018). Taking into consideration the complexity of gender-based violence and its far-reaching implications, work/action to eliminate all forms of violence must be accompanied by laws, policies and programs that promote gender equality, strengthen women's rights and address gender-based discrimination in all areas, including the labor market, education, political participation, and peace processes. Moreover, as unequal relations that perpetuate gender-based violence tend to derive from power relations that are ingrained and widely accepted in society (Michau et al. 2014), it is essential to transform the dynamics of power, not only within individual relations, but also within systematic structures in the political, social, and economic field that underpin these inequalities.

⁹ https://www.kosovopolice.com/wp-content/uploads/2019/10/Law_on_Police.pdf

STAKEHOLDERS AND BENEFICIARIES OF THIS PLAN ARE:

- Kosovo Police (KP)
- Kosovo Policewomen Association (KPWA)
- Agency for Gender Equality, Government of Kosovo
- Ministry of Internal Affairs
- Public Safety Agencies
- Civil society organizations
- Youth non-governmental organizations
- Organization for Security and Co-operation in Europe (OSCE)
- INL/ICITAP
- International Association of Women Police (IAWP)
- Embassies represented in Kosovo.

GLOSSARY OF TERMS

- **Direct Discrimination** - The use of age, disability, gender, pregnancy, race, religion or belief, sexual orientation, or transgender status as a specific reason to treat a particular group less favorable than others.
- **Discrimination by perception** - This is direct discrimination against a person because others think that they possess a special protected characteristic. They do not necessarily have the characteristic, they simply have to be perceived as different from others, by not respecting the differences.
- **EDHR** - Equality, Diversity and Human Rights.
- **CEHR** - Commission for Equality and Human Rights.
- **Equality** - Equal opportunities for all.
- **PSES** - Police Service Equality Standard- establishes equality in the systems that police forces use to manage their work.
- **First Contact Initial Scheme** - An employee support scheme that provides support and confidential advice on issues of discrimination, harassment, and victimization.
- **Harassment** - Unwanted behavior on a prohibited basis, which aims at or violates the dignity of another person, or creates an intimidating, hostile, degrading, humiliating or offensive environment for that person.
- **Hate crime** - Any incident, which constitutes a criminal offense, which is perceived by the victim, or any other person as motivated by prejudice or hatred.





- **Hate Incident** - Any incident that may or may not constitute a criminal offense, which is perceived by the victim, or any other person as motivated by prejudice or hatred.
- **Indirect Discrimination** - The application of a provision, criteria or practice that puts a protected group at a disadvantage.
- **LGBT** - Lesbian, Gay, Bisexual, Transgender.
- **Positive Measures** - Development measures and initiatives to help people from underrepresented groups, who are historically excluded or are disadvantaged.
- **Transgender** - A person who presents, wants to be considered, before or after surgery, a member of the opposite sex.
- **Victimization** - Treating someone unfairly (related to, in particular, people who have filed complaints or initiated lawsuits in good faith).



The Gender Equality Agenda was developed by the Kosovo Police with support from the OSCE Mission in Kosovo.



Republika e Kosovës
 Republika Kosovo – Republic of Kosovo
 Qeveria – Vlada – Government



Ministria e Punëve të Brendshme
 Ministarstvo Unutrašnjih Poslova
 Ministry of Internal Affairs
 Policia e Kosovës/Policija Kosova/Kosovo Police
 Drejtoria e Përgjithshme e Policisë
 Generalna Policijska Direkcija/General Police Directorate

MEMORANDUM ZYRTAR - SLUŽBENI MEMORANDUM - OFFICIAL MEMORANDUM

PËR: Z. Samedin Mehmeti
 ZA: Drejtor i Përgjithshëm i Policisë së Kosovës
 TO: Data: 20.05.2021

PËRMES: Drejtpërdrejtë
 PREKO: Kolonel Taibe Canolli- Brajshori
 THROUGH: Drejtor i Departamentit të Burimeve Njerëzore
 PREJ:
 OD:
 FROM:
 LËNDA: Kerkese per aprovim te Agjendes Gjinore
 PREDMET:
 SUBJECT:

Nr. Referencës: DDBN-07/081/2021
 Br. Referencije:
 Referencen:
 DREJTORI I PËRGJITHSHËM I POLICISË
 GENERALI DIREKTOR POLICIJE
 GENERAL DIRECTOR OF POLICE
 Nr. Nr. 0110474
 Data/Datum/Date 11.06.21
 PRISHTINE-PRISTINA-PRISHTINE

