



WOMEN IN THE SERVICE OF SECURITY IN BOSNIA AND HERZEGOVINA



Centar za sigurnosne studije - BiH
Centre for Security Studies - BH

Activity supported by the
Canada Fund for Local Initiatives
Activité réalisée avec l'appui du
Fonds canadien d'initiatives locales

Canada

WISE

Enhancing Women's Visibility in Security Institutions
Unapređenje vidljivosti žena u institucijama sigurnosti



WOMEN IN THE SERVICE OF SECURITY IN BOSNIA AND HERZEGOVINA

PUBLISHER

Centre for security studies, Sarajevo

FOR PUBLISHER

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**EMPOWERING WOMEN TO INCREASINGLY INTEGRATE THEMSELVES INTO BIH'S
SECURITY SECTOR BY PUBLICLY PROFILING SUCCESSFUL FEMALE LEADERS**



www.css.ba/wise

The project “WISE – Enhancing Women’s Visibility in Security Institutions” is implemented by the Centre for Security Studies, with financial support from the Canada Fund for Local Initiatives.

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*“The opinions contained in this publication do not necessarily reflect those of the
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LIST OF ABBREVIATIONS

AETPM	Agency for Education and Professional Training of Bosnia and Herzegovina
AF BiH	Armed Forces of Bosnia and Herzegovina
AFEE	Agency for Forensics Testing and Expertise of Bosnia and Herzegovina
BD BiH	Brcko District of Bosnia and Herzegovina
BiH	Bosnia and Herzegovina
BPC	Bosnian-Podrinje Canton
BP BiH	Border Police of Bosnia and Herzegovina
BPU	Border Police Unit
CBC	Central Bosnia Canton
CFLI	Canada Fund for Local Initiatives
CSS	Centre for Security Studies
C10	Canton 10
DCPB BiH	Directorate for Coordination of Police Bodies of Bosnia and Herzegovina
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
FMIA	Federal Ministry of Internal Affairs
FPA	Federal Police Administration
HJPC BiH	High Judicial and Prosecutorial Council of Bosnia and Herzegovina
HNC	Herzegovina-Neretva Canton
ISA BiH	Intelligence-Security Agency of Bosnia and Herzegovina
ITA BiH	Indirect Taxation Authority of Bosnia and Herzegovina
MD BiH	Ministry of Defence of Bosnia and Herzegovina
MIA	Ministry of Internal Affairs
MS BiH	Ministry of Security of Bosnia and Herzegovina
NATO	North Atlantic Treaty Organisation
NGO	Non-governmental organisation
PBD BiH	Police of Brcko District of Bosnia and Herzegovina
PC	Posavina Canton
PSA	Police Support Agency of Bosnia and Herzegovina
RS	Republika Srpska
SC	Sarajevo Canton
SFA	Service for Foreigners' Affairs of Bosnia and Herzegovina
SIPA	State Investigation and Protection Agency
TC	Tuzla Canton
UN	United Nations
USC	Una-Sana Canton
WHC	West Herzegovina Canton
ZDC	Zenica-Doboj Canton



POUPART, Isabelle Ambassador of Canada to Bosnia and Herzegovina

Dear readers,

The essence of UN Security Council Resolution 1325 is that women should be fully and equally involved in the promotion and maintenance of peace and security. The Resolution urges nations around the world to increase the involvement of women in addressing conflict and establishing and maintaining peace. It demands that gender perspectives be incorporated into peace and security efforts and that special protection be afforded to women and girls in situations of armed conflict. The implementation of Resolution 1325 is fundamental to our pursuit of security and stability.

I have had the personal privilege of supporting the implementation of UNSCR 1325 through service at Canada's Permanent Mission to the North Atlantic Treaty Organization and as Canada's Ambassador to the Organization for Security and Co-operation in Europe. I was honoured to work alongside dedicated women and men who worked tirelessly to ensure that women are not only present in the room but also have a seat at the head-table when it comes to the promotion and maintenance of peace and security in all their aspects and at all levels.

While much progress has been achieved since the adoption of UNSCR 1325, there is still so much work to be done. I am continually troubled by the vulnerability of women and girls living in conflict zones, by the deep trauma imprinted on the minds and bodies of the survivors of gender-based violence, by the impunity of perpetrators of war crimes, and by the slow pace of change and our collective failure to protect the most vulnerable individuals.

But I know that things can be different, and that is why I am very pleased that Canada helped profile inspirational female leaders working in Bosnia and Herzegovina's security sector through a fruitful cooperation with the Center for Security Studies. Through such initiatives, our objective is to maintain our focus on continuing to make immediate progress in implementing UNSCR 1325 while also inspiring future generations to get involved.

Increasing women's involvement in the security sector supports our broader work toward peace, prosperity and sustainable development. The Government of Canada has for a long time prioritized gender equality, the empowerment of women and girls, and the advancement of their human rights. Our focus on these issues has only increased under Prime Minister Trudeau, who has sent strong signals of his own conviction by appointing a gender-balanced cabinet and making clear that he considers himself a feminist. Canada is committed to working with the international community to ensure that girls and women around the world have the opportunity to live healthy, secure and empowered lives.



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Should more women be involved in the security sector in general? Absolutely. More women should be involved in the security sector, and they should be involved in every possible way. UNSCR 1325 sets a lofty but achievable goal of equal participation and full involvement. This means more women working as police officers, more women as judges, more women as peace negotiators, and more women responding to humanitarian crisis. It is about enabling and empowering women to be decision-makers on issues of national security. It is about never forgetting our obligation to protect the most vulnerable segments of society, including women and girls. The bottom line is that UNSCR 1325 is about making the world a more peaceful and secure place.

For young girls and women who are planning to build their professional career in this security sector, what is important is to believe in themselves and to find support in their own environment – be it within their family circle or throughout their studies. This is what I try to provide to my own five-year old daughter, so that she knows that the sky is the limit.

I hope you will enjoy reading this brochure and be inspired by it!

Best regards,

Isabelle Poupart
Ambassador of Canada to Bosnia and Herzegovina



PREFACE

Dear readers,

Exploring the role and status of women in Bosnia and Herzegovina is difficult, especially when it comes to the representation of women in the security sector institutions. Following the adoption of the Action Plan for the Implementation of UN Security Council Resolution 1325 on "Women, Peace and Security" progress has been made regarding the inclusion of a greater number of women in substantive roles in the security sector institutions in BiH. However, the analysis carried out reveals that the majority of these institutions still do not meet the minimum standard set for minority gender representation in government institutions (40%).

Traditional views and prejudices about the understanding of gender roles are believed to still negatively affect the ability of many girls and women to build professional careers in areas such as defence and the police. Awareness and understanding of the importance of gender equality principles, both of individual security institutions and the entire system in general, should help address these barriers to entry and enable the greater acceptance of women in all fields of work.

The publication "Women in the Service of Security in Bosnia and Herzegovina", conducted by the Center for Security Studies aims to highlight the social importance of the role and position of women in the security sector of Bosnia and Herzegovina, as well as to foster and encourage the younger generation to consider the possibility of building a successful career in this sector. We hope that this research will be well received by the representatives of institutions at all levels of government, by the media and by other interested readers, given that it is the first empirical research on this topic in the security sector.

We would also like to take the opportunity to thank the Government of Canada, which provided financial support for the implementation of the project through the Canada Fund for Local Initiatives (CFLI). We would also like to thank all of our interlocutors who participated in interviews, and the security sector institutions which greatly contributed to this research by providing information on the current status of the representation of women.



INTRODUCTION

The Center for Security Studies (CSS) has the honour to present this report on the results of the research conducted within the context of the six-month project **"Empowering Women To Increasingly Integrate Themselves Into BiH's Security Sector By Publicly Profiling Successful Female Leaders,"** which was financially supported by the Government of Canada through the Canada Fund for Local Initiatives.

The main objective of the project was to promote the meaningful participation of women in the security sector in Bosnia and Herzegovina (BiH), and to inspire and encourage the younger population to consider the possibility of building a successful career in the security sector, which is traditionally considered to be a "male" area of engagement. More specifically, the project aimed to contribute to increasing the involvement of women in activities related to the promotion of peace and security in BiH and the world, and to actively support the implementation of United Nation (UN) Resolution 1325 - "Women, Peace and Security" in BiH.

The project included two main project research activities. The first was to conduct 10 interviews with successful female leaders from the security sector in BiH, which were presented through a public campaign - through media, social networks and the official web page of CSS.

The second project activity was the collection and analysis of official data from the security sector institutions of BiH. This involved conducting a detailed survey of gender representation by employee in police structures, the Intelligence-Security Agency of Bosnia and Herzegovina (ISA BiH), the Indirect Taxation Authority of Bosnia and Herzegovina (ITA BiH), and the judiciary and defence sectors. In the analysis of data we have tried to provide a qualitative assessment of the status and position of women in these institutions. Given the volume of data collected and the intended scope of this report, the most important and interesting information is presented below.

Key Findings

An analysis of the information gathered shows that the police sector in BiH does not meet the legal minimum in terms of gender representation (40%), considering that a little more than 20% of women is present in that sector. Taking each police institution individually, the closest to meeting the legal minimum is the Ministry of Internal Affairs of West Herzegovina Canton (MIA WHC) where women are represented by more than 28%.

In contrast, ITA BiH provides a positive example, with almost 42% of its employees being women. The situation of women in the BiH judicial sector is even more positive considering that almost 60% of women are in the positions of judges and prosecutors. Just over 41% of women are in management positions in the same sector. However, data on the total number of employees of the four highest courts at state and entity level, as well as in Brcko District of BiH (BD BiH), shows an insufficient number of men, since in these institutions women are represented at a rate of almost 67%. The most striking example is the Supreme Court of FBiH, where women make up around 81% of employees. A similar trend is observed for the four prosecution offices at the same levels of government, where a total of more than 61% of employees are women. In the Prosecutor's Office of Brcko District of BiH women make up almost 70% of the employees.

Women are significantly underrepresented in the BiH defence sector, where out of nearly 10,000 employees, women make up less than 8%.



National Context

We consider it important to remind readers that UN Resolution 1325¹ was adopted by the UN Security Council on October 31st 2000. It is the first resolution issued by the UN that specifically addresses the impact of war on women and girls, as well as women's contribution to conflict resolution and sustainable peace.

Resolution 1325 has special significance as it calls for increased participation of women in decision-making, conflict prevention, post-conflict processes, peace negotiations and operations. By insisting on a greater participation by women in decision-making processes, preconditions are created for "the greater involvement of a **gender perspective in the sectors of defence and security**, and greater protection of and respect for the human rights of women and girls, both in armed conflicts, and in the process of achieving peace and security"².

In 2008, the UN Secretary-General issued a directive by which Member States commit themselves to drawing up state/national action plans for the implementation of Resolution 1325. The BiH Council of Ministers adopted the national Action Plan for the period 2010-2013 on July 27th 2010. This was the first Action Plan for the implementation of Resolution 1325 to be adopted in Southeast Europe, and the eighth to be adopted in Europe as a whole. As of now, a second Action Plan, covering the period 2014 – 2017 and adopted by the BiH Council of Ministers on July 8th 2014, is currently in the implementation phase³.

Aside from Resolution 1325, there are other functioning mechanisms in BiH to ensure the greater inclusion of women in public life. One of these is the Law on Gender Equality in Bosnia and Herzegovina ("Official Gazette of BiH", no. 32/10).⁴ Article 1 states that the Law "regulates, promotes and protects gender equality, guarantees equal opportunities and equal treatment for all persons regardless of gender, both in the public and in the private domain, and regulates protection from discrimination on grounds of gender".

Article 20 is of particular importance, since it states that the state authorities, regardless of the level of government, will ensure and promote equal gender representation in its management, decision-making and representation. In order for equal representation to exist, each gender must represent at least 40% of the total employees. If this is not the case, gender-based discrimination is considered to be present.

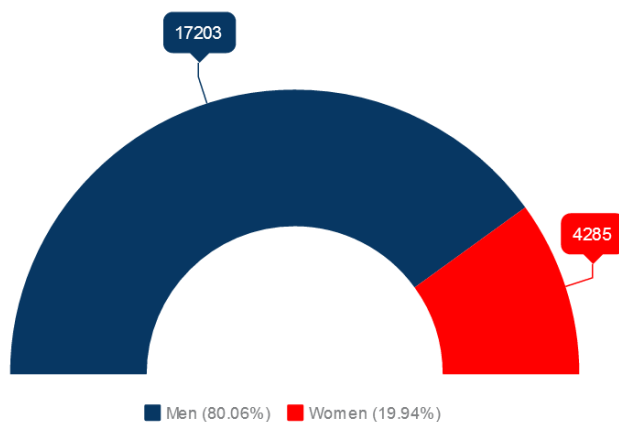


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1. POLICE STRUCTURE

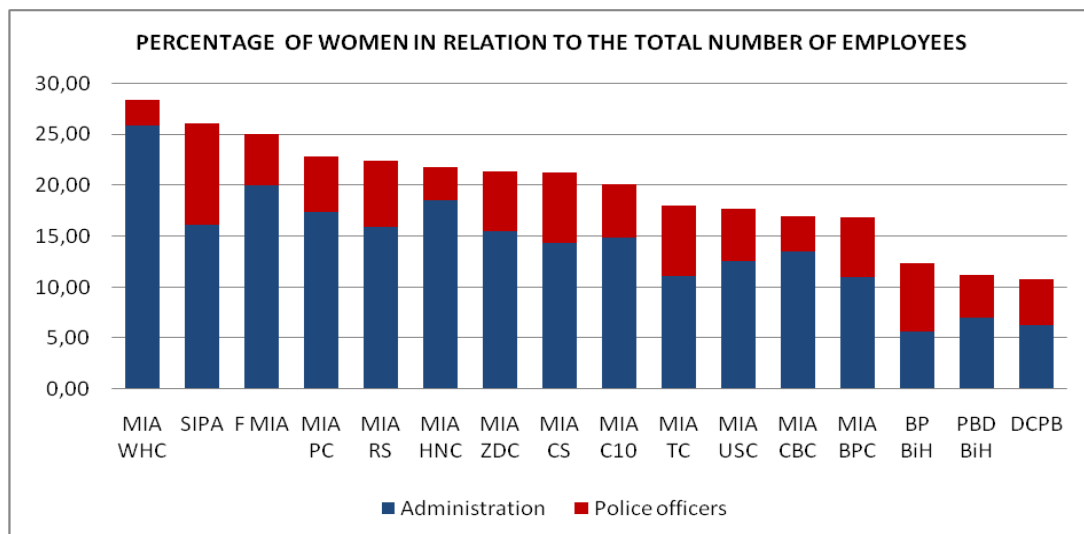
1.1 POLICE INSTITUTIONS

There are 16 police institutions⁵ in BiH: 11 in the Federation of BiH - FBiH (10 cantonal and the Federal Ministry of Internal Affairs - FMIA), the Ministry of Internal Affairs of Republika Srpska (MIA of RS), the Police of Brcko District of BiH (PBD BiH), 3 at state level (the State Investigation and Protection Agency - SIPA, Border Police of BiH - BP BiH and the Directorate for Coordination of Police Bodies of BiH - DCPB BiH). A total of 21,488 persons are employed in these institutions, out of which 4,285 (19.94%) are women.



**GENDER STRUCTURE OF ALL EMPLOYEES
IN POLICE INSTITUTIONS IN BIH**

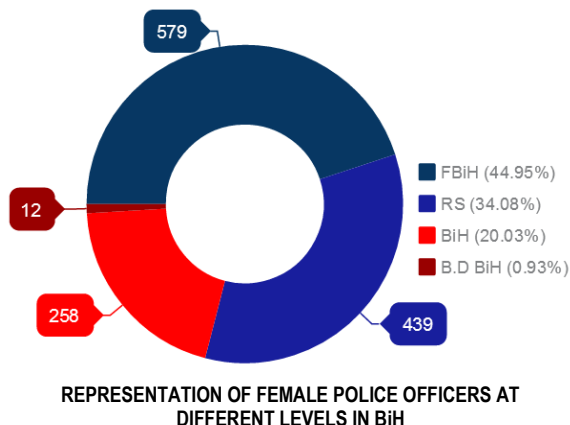
The police institution that has the largest number of employees is the MIA of RS, which employs 6,792 persons, while the Ministry of Internal Affairs of Posavina Canton (MIA PC) has the lowest number with 201 employees. In terms of numbers, the greatest number of women are employed in the MIA of RS (1,523), and the least number by the PBD BiH (32). In relation to the total number of employees in a given institution, women are most represented in the MIA of WHC (28.38%), and least represented in the DCPB BiH (10.83%).



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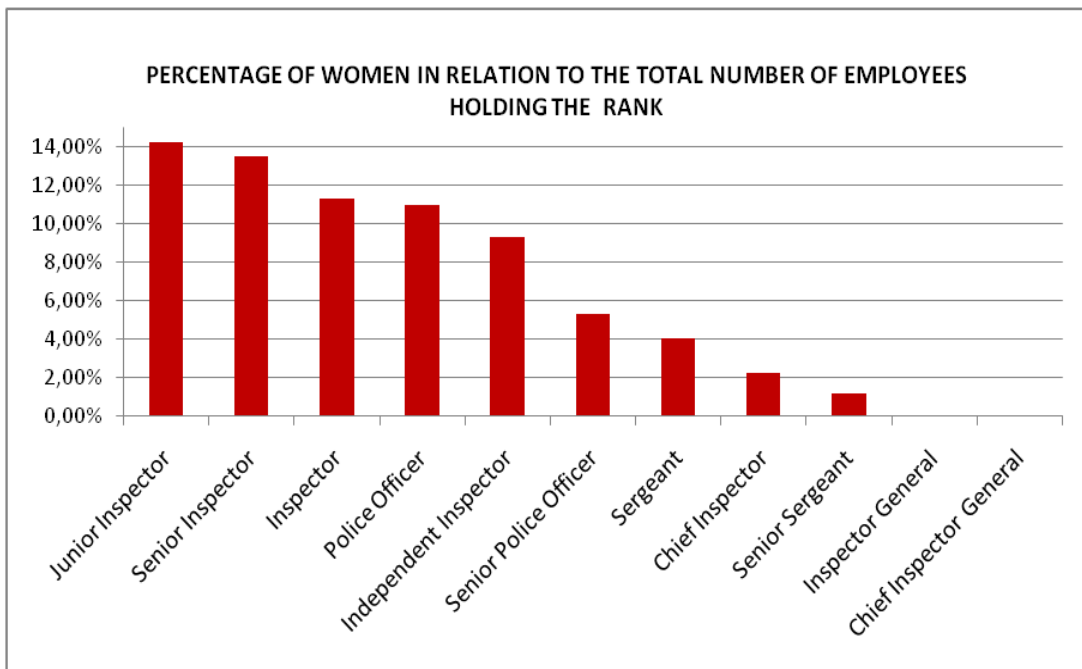


Police officers



Out of the total number of employees in the abovementioned police institutions, 16,275 persons (75.74%) hold the status of police officer. A total of 1,288 (7.91%) are female police officers. The cantonal ministries of Internal Affairs employ a total of 7,076 police officers, out of which 535 (7.56%) are women. In respect of FBIH, this entity has 7,609 police officers of which 579 (7.61%) are women. On the other hand, in Republika Srpska (RS) there are 5,160 police officers of which 439 (8.51%) are women. PBD BiH employs 248 police officers, of which 12 (4.84%) are women. At state level, there are 3,258 police officers, of which 258 (7.92%) are women. The MIA of RS has the largest number of police officers, while the MIA of PC employs the smallest number (154).

In relation to the total number of police officers at a certain institution, women are most represented in SIPA (14.26%). It is interesting to note that the smallest percentage of women who serve as police officers are employed in the MIA of WHC (4.16%), although that institution has the highest percentage of women in relation to the total number of employees.



Regarding the gender structure of police officers by ranks⁶, the data shows that in BiH women holding the rank of Police Officer (499) and Senior Police Officer (208) are the most numerous. None hold the rank of General and Chief Inspector General of the police, which are the ranks that identify executives or their deputies in police institutions.



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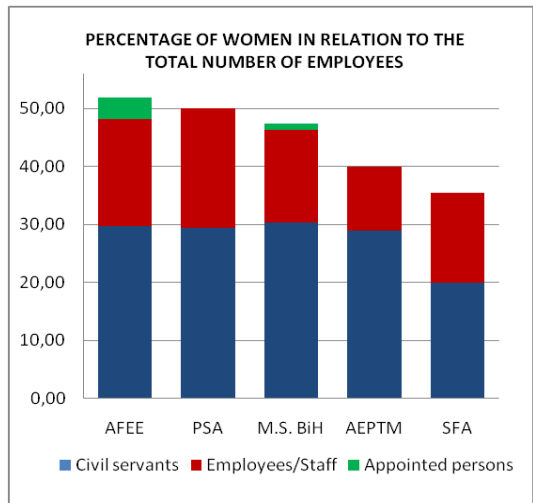
The highest rank, held by four (4) women in BiH, is the Chief Inspector: one is employed in the BP BiH, while the remaining three are employed in the MIA of RS. In FBIH, the three (3) highest ranking women hold the rank of Independent Inspector: one is employed at the Federal Police Administration - FPA (which is the federal administration under FMIA), and the other two are in the Ministries of Internal Affairs of Sarajevo (MIA of SC) and Tuzla Canton (MIA of TC). In the PBD BiH, the two (2) highest ranking women hold the rank of Inspector. Female police officers employed in the DCPB BiH occupy the lowest positions in the hierarchy; the highest rank held by a woman is Senior Sergeant. In relation to the total number of persons by rank, the highest percentage of women hold the rank of Junior Inspector (14.26%), Senior Inspector (13.52%) and Inspector (11.30%).⁷

Regarding managerial positions for the status of police officers, available data⁸ shows that out of 1,093 such positions in police institutions in BiH, only 52 (4.76%) are women. In the cantonal ministries of Internal Affairs only three (3) women hold such positions: the MIA of TC, Ministry of Internal Affairs of Una-Sana Canton (MIA of USC) and Ministry of Internal Affairs of Canton 10 (MIA of C10). The largest number of women holding managerial positions is in the MIA of RS (43), while only six (6) are at state level - within SIPA.

1.2 OTHER INSTITUTIONS OF THE BIH POLICE SECTOR

This category includes institutions that do not have traditional police powers, but their activities contribute to the activities of the police and the security situation in BiH. These include the Ministry of Security of Bosnia and Herzegovina (MS BiH) and its four administrative organizations.⁹

Out of a total of 520 persons employed in these institutions, 218 (or 41.92%) are women. The institution with the largest number of employees is the Service for Foreigners' Affairs (SFA), which has 226 employees, out of which 80 (35.4%) are women. The Agency for Forensic Examinations and Expertise (AFEE) has the smallest number of employees (27), of which 14 (51.85%) are women. At the same time, this institution has the smallest number of women in terms of numbers. The highest number of women is employed in the MS BiH (89). In percentage terms, women are most represented in the AFEE and the least in the SFA.



With regards to appointed positions, there are altogether 19 such positions in the abovementioned institutions, of which only 3 (15.79%) are women. Two of these are employed in the MS BiH, and one in the AFEE in the position of director of the institution. Apart from the MS BiH, other institutions provided information in the form requested regarding civil servants in managerial positions. In the remaining four institutions, out of a total of 16 civil servants in managerial positions, 6 (37.5%) are women.¹⁰

2. THE INTELLIGENCE-SECURITY AGENCY OF BIH (ISA BIH)

With the advent of a new leadership of the ISA BiH, steps taken by this institution towards increasing its transparency and bringing of their work closer to the general public have become evident, primarily through improved design and the availability of content on its official website. Aside from this, in making a contribution to this project by providing relevant information, it has not only shown itself to be an excellent example of

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cooperation between an institution of this type, whose essence and traditional/historical function is characterised by a certain level of secrecy, and civil society organizations, but it has also allowed the general public of this country to gain for the first time an overview of the gender structure of employees within the Agency.

Women in the ISA BiH make up 26.24% of employees. 27 (24.24%) hold managerial positions. However, as specified in the submitted data, the representation of women in senior management positions in the Agency is 40%.

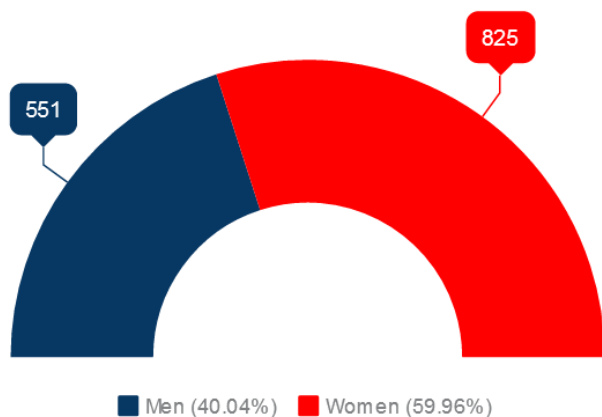
3. THE INDIRECT TAXATION AUTHORITY OF BIH (ITA BIH)

ITA BiH employs the second largest number of employees at state level. According to available data, the ITA BiH has 2 468 employees, out of which 1,027 (41.61%) are women. Out of a total of 1,133 civil servants, 563 (49.69%) are women. 189 civil servants hold managerial positions, of which 57 (30.16%) are women. ITA BiH has 1,335 people with the status of contract employees, 464 (34.76%) are women. This institution has 1,802 authorized officials¹¹, of which 610 (33.85%) are women. In managerial positions there are 113 authorized officials, out of which 24 (21.24%) are women.

4. THE JUDICIAL SYSTEM IN BIH

According to data¹² submitted by the High Judicial and Prosecutorial Council of BiH (HJPC BiH), 1 376 persons occupy the positions of judges and prosecutors in BiH. Out of that number, 825 (59.96%) are women. 1,002 persons hold the position of judge, out of which 636 or 63.47% are women. On the other hand, there are 374 prosecutors in BiH, of which 189 are women (50.53%).

The largest number of judges is in FBiH: 592, of which 394 or 66.55% are women. At the same time, FBiH is where women are most represented in relation to the total number of judges. The smallest number of judges is in BD BiH (27), where nearly 41% are women. BD BiH also has the smallest representation of women in relation to the total number of judges. Regarding the number of prosecutors, the situation is almost identical. The highest number of prosecutors is in FBiH, which also has the highest number of women in such positions (106 or 50.48%). BD BiH has the least number of prosecutors, and the least representation of women in terms of number by gender structure. However, it is interesting that at this level, women are best represented in relation to the total number of prosecutors, in the amount of almost 56%. According to the same criteria, the lowest representation of women occurs at the state level, where there are a total of 60 prosecutors. Of this number, more than 48% are women.

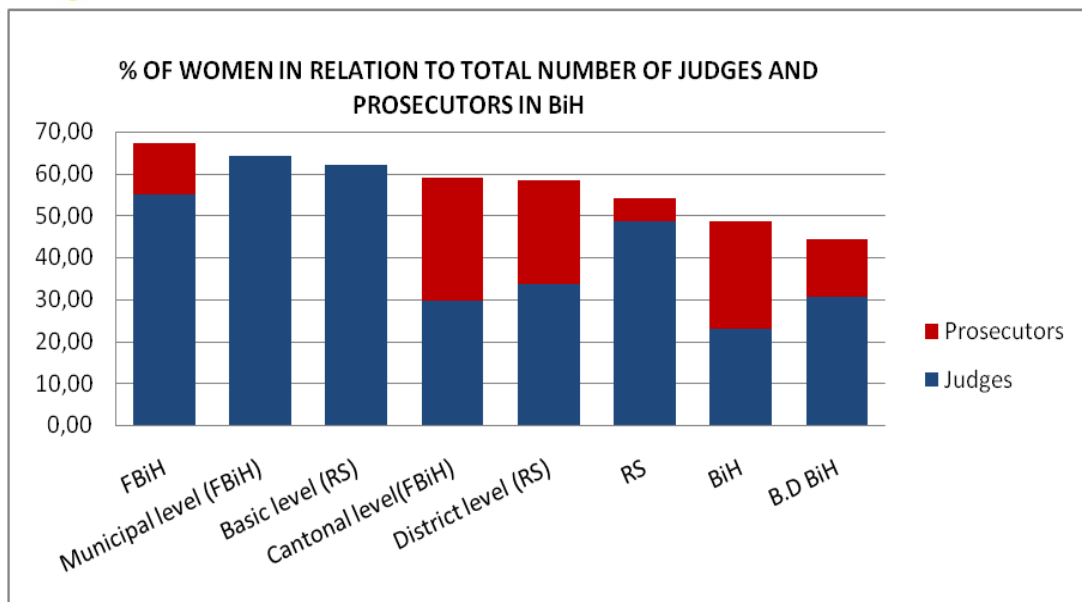


DISTRIBUTION OF MEN AND WOMEN TO JUDICIAL POSITIONS IN BIH

According to data collected, there are altogether 94 managerial positions in the BiH judicial system, a little more than 41% of which are women. In terms of numbers, the greatest amount of women in managerial positions is located at the municipal courts in FBiH: of 30 positions, 14 (46.67%) are occupied by women. On the other hand, women are best represented in managerial positions at cantonal level: out of 19 managerial positions, including cantonal courts and prosecutors' offices, 12 (63.16%) are occupied by women. The least favourable position of women is at entity level and in BD BiH, where out of a total of 9 managerial positions, none are occupied by women.



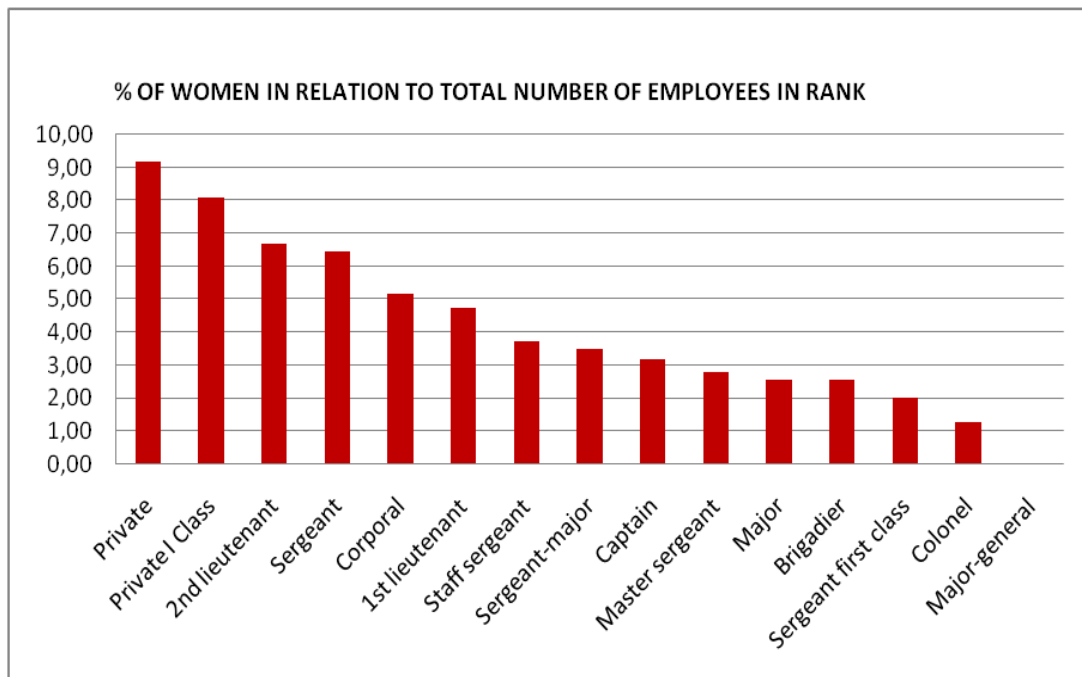
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5. MINISTRY OF DEFENCE AND ARMED FORCES OF BIH

5.1 MINISTRY OF DEFENCE OF BIH

The collected data shows that the Ministry of Defence of BiH (MD BiH) currently employs a total of 313 persons, of which 120 (38.34%) are women. Out of the total number of women employed in the MD BiH, most of them are represented in the status of civil servant (60), while the lowest number of women holds the status of professional military personnel (2).





In this regard, it is interesting that, in relation to the total number of women holding the status of professional military personnel, there is only 1 in a managerial position in the MD BiH, whilst women civil servants are represented in management positions to a somewhat greater extent, in the total number of 6. A total of 53 women are contract employees at the MD BiH.

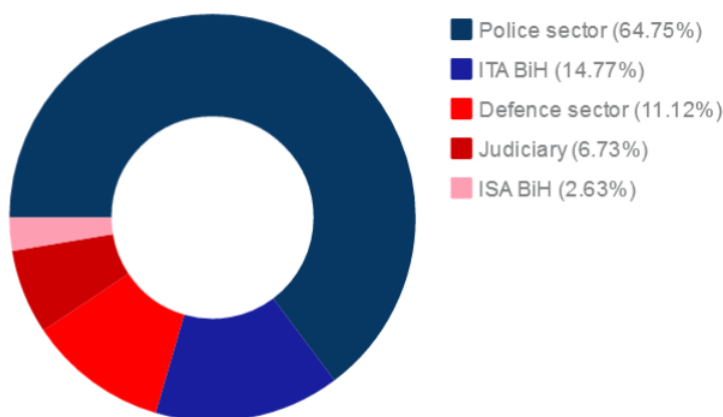
5.2 ARMED FORCES OF BIH

According to available data, the Armed Forces of BiH (AF BiH) has a total of 9,619 employees, out of which 655 (6.8%) are women. The largest number of employees in the AF BiH falls into the category of professional military personnel, out of which 499 (5.56%) are women. With regard to managerial positions in the category of professional military personnel, available data shows that out of 2,254 persons in this position, only 57 (2.53%) are women.

Collected statistics also show that women in the AF BiH are actively participating in almost all professional military personnel categories, ranging from the rank of private to the rank of Brigadier. In percentage terms, with regard to gender structure by rank, the highest percentage of women in the AF BiH hold the rank of Private (9.19%) and the smallest percentage hold the rank of Colonel (1.3%). Information which stands out most in this context is the great interest among young women in joining the army, as the rank of Private is the most common rank amongst women of the AF BiH. In terms of numbers, women are most represented in the rank of Private First Class (155 women), while the smallest number holds the rank of Brigadier (2 women). In addition to the rank of Private First Class, women in AF BiH are significantly represented in the rank of Second Lieutenant (6.70%), Sergeant (6.44%), Corporal (5.16%) and First Lieutenant (4.73%). It should be noted that BiH does not yet have a woman in the rank of General. Brigadier is currently the highest rank held by a woman in the AF BiH.

6. CONCLUSION

Taking all of the information collected into account, in the police, defence and justice¹³ sectors, including the ITA BiH and the ISA BiH, women represent 19.44% of the total employees overall. In relation to the total number of employees, women are most represented in the BiH judiciary (64.55%), and the least represented in the defence sector (7.83%). If these findings are put into the context of the statutory minimum representation of 40% in state institutions for either gender, it is clear that additional work is required to increase the representation of women in BiH's security sector.



REPRESENTATION OF WOMEN IN THE ANALYSED INSTITUTIONS
OF THE SECURITY SYSTEM OF BiH



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NOTES:

1 The United Nation Resolution 1325 "Women, Peace and Security" available at url: [http://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/1325\(2000\)](http://www.un.org/en/ga/search/view_doc.asp?symbol=S/RES/1325(2000))

2 Agency for Gender Equality of Bosnia and Herzegovina (2013), *The Action Plan for the Implementation of UNSCR 1325 in Bosnia and Herzegovina for the period 2014-2017*, p. 3, bold by author.

3 Agency for Gender Equality of Bosnia and Herzegovina (2014), *Report of the Agency for Gender Equality of Bosnia and Herzegovina, Ministry of Human Rights and Refugees of Bosnia and Herzegovina on the activities realized by Work Programme for the period 01.01.2014. - 31.12.2014.*

4 The Law is available on: www.pravosudje.ba/vstv/faces/pdfservlet?p_id_doc=14467

5 Hadžović et al (2013), *Overview of Policing in Bosnia and Herzegovina*, p. 59.

6 The names of ranks in the police institutions in BiH are virtually the same. However, their number varies depending on the institution. The cantonal ministries of the interior, i.e. their police administration, have ten envisaged ranks, while the remaining institutions have one rank more. Below is a hierarchical view of ranks from the lowest to the highest: Police officer; Senior police officer; Sergeant; Senior Sergeant; Junior Inspector; Inspector; Senior Inspector; Independent Inspector; Chief Inspector; Inspector General - in the cantonal police administrations the Commissioner holds this rank, while in other institutions, mainly the Deputy Director; and Chief Inspector-General - director of the police institution.

7 It is important to note that the percentage representation of women from the rank of Young Inspector to the rank of Chief Inspector would be probably less than the one presented in the graph, if the DCPB BiH had provided complete data about overall number of employees in these ranks. However, this would not have an effect on the sequence of percentage representation of women by rank.

8 Data is incomplete since some institutions have not submitted information in the form requested. These include MIA of CS, MIA of PC, Ministry of Internal Affairs of Central Bosnia Canton (MIA of CBC), PBD BiH and the DCPB BiH.

9 These are the Agency for Forensics Testing and Expertise (AFEE), Police Support Agency (PSA), the Agency for Education and Professional Training (AEPTM) and the Service for Foreigners' Affairs (SFA).

10 Although it is impossible to determine the total number of civil servants in managerial positions from the information submitted by the MS BiH, there is only one woman in such a position.

11 According to Article 2 of the Law on the Indirect Tax Authority ("Official Gazette of BiH" 89/05), an authorized official is a person who performs tasks under the basic activities of ITA BiH. According to the same article, basic activity refers to tasks and duties: customs control, customs clearance, control of passengers and means of transport, auditing and control of revenue collection.

12 Data submitted on September 14 2016.

13 It needs to be said that for this research we only collected complete data regarding employees in the eight most important judiciary institutions at the state and entity level, including BD BiH. Those are: The Court of BiH and the Prosecutor's Office of BiH; the Supreme Court of FBiH and the Federal Prosecutor's Office of FBiH; the Supreme Court of RS and the Republic Prosecutor's Office of RS; the Appellate Court of Brčko District BiH and Brčko District Prosecutor's Office of BiH. The collected data was used for determining the representation of women in the conclusion.



KAJMAKOVIĆ, Diana **Prosecutor** **The Prosecutor's Office of Bosnia and Herzegovina**

Considering that you have been involved in prosecutions for more than 20 years, you represent a very adequate person which can bring her work closer to younger generations. What does it mean to be a prosecutor, what kind of profession is it and what are its specific features?

Since my studies at the Faculty of Law of Sarajevo University and the first encounter with the criminal substantive and procedural law, I fell in love with this field and I wanted to get involved in the prosecutorial work in the future. As you can see, my wish came true. With the amendments to the Criminal Code and the Criminal Procedure Code in 2003, the prosecutor's job changed, and prosecutors tailor, that is to say, direct their own work and success. The results depend on how much work, effort and commitment, you put in. The prosecutor's job is very difficult, arduous and, above all, a very responsible job, as the fate of people is in your hands, both of that of the suspects or accused, and that of those damaged in the process.

„A woman who knows how to do her job can make many qualitative changes“

Since you're a woman, has it been more difficult to achieve your to reach the current results and success and, in general, how much effort and hard work did you have to put in to achieve it?

As I said earlier, my wish has always been to become a prosecutor. A lot of effort, investment and sacrifice is needed in order to reach that position. The fact that I'm a woman has not made the job more difficult

because I have not allowed it to. I think that in this job, men and women can and should be equal and that only with your effort can achieve the desired results. Given the Balkan mentality, in some cases I felt pressure and had difficult times, but this has not stopped me, on the contrary, it gave me the will and enthusiasm to carry on and try and do my best.

In the BiH justice sector, 60% of women hold the positions of Judges and Prosecutors. On the other hand, 41% of them occupy managerial positions in courts and prosecutors' offices. How do you explain this situation and are women equal to their male counterparts in practice?

I heard a saying that if women ruled the world, there would be no wars and peace would prevail. I do not believe that peace would rule in the judiciary but I believe that women would be more flexible and more persistent, not to say more thorough, in doing some things and putting them in their place. In this type of work, such a situation does not reveal inequality. Men and women are equal in practice, have the same rights and obligations, cases are assigned and solved regardless of gender.

In your opinion, how important are interpersonal relationships in the work you do, especially in terms of male-female relationships, and what is the situation on this issue in the Prosecutor's Office?

I was brought up in a family that respects hierarchy and knows who is older. I have been lucky in that in any work environment I have a relationship with my colleagues as if they were my family, so I transferred my upbringing here. In the last couple of years, the difficult economic situation has resulted in changes in all spheres of life, including here, but, in general, interpersonal relations are good, although they can always be better.



Do you think that there should be more women in managerial positions in the justice sector and what qualitative changes could possibly come out of such a situation? In general, what are the qualitative benefits that women can bring to the justice sector?

Statistics show that the ratio of men to women in managerial positions and in general should be 50:50. Knowing how much women are represented in other work areas, the situation in the judiciary and the ratio of men to women in managerial positions is still good. When you analyze each ministry or any administrative authority, legislative or executive authority, prosecutor's office and court, wherever women hold managerial positions, you notice that there were not many failures and that these institutions work much better. The conclusion is that a woman who knows her job, and as our people would say, "knows knowledge", can bring many qualitative changes, because women are primarily energetic, organized, detail-oriented, flexible, reasonable and capable of making important decisions.

"Men and women are equal in practice, have the same rights and obligations"

Since you're the prosecutor of the Special Department for Organized Crime and Corruption, you work on the processing of highly dangerous persons and groups, and some cases have attracted the attention of our public for a long period. How does such work affect you and your private life and how do you maintain a balance between family and work life?

I am lucky in that I have the full support of my family. They are full of understanding for the work that I do, they are aware of the burdens and risks, and they have learned to cope with that. My children still feel the consequences of my work on large cases. They were often the subject of mockery and teasing by other children, they experienced stress due to various headlines in newspapers and various events that were related to us as a family, while, on the other

hand, this entire situation has contributed to my children growing up faster leading to them becoming stronger and more resistant. The balance is difficult to maintain, but thanks to the support of my husband and my children, I have succeeded. There were moments when I thought that I would not succeed, I would not be able to endure, because I would not want my private and business life to become one, although it is difficult to separate the two types of life. In some segments of my work it was hard to separate personal and professional life, but I had to, because that is the only way you can succeed in remaining clear-headed and think straight.

What is your message for young girls and women who are planning to build their professional career in the BiH justice and security sector?

A short message to all young girls and women: "When there is a will there is a way!". With hard work and dedication you can achieve anything you want. Being a woman should not prevent you in achieving your goals. However hard it is to build a professional career in the justice sector and fight with all the obstacles, every success achieved brings a sense of pride.



Picture: The Prosecutor's Office of BiH



KRESO, Meddžida
Judge

The Court of Bosnia and Herzegovina

In the course of your rich professional career, you have held the positions of judge, prosecutor and lawyer. Can you tell us what the specifics of each one of them are ?

Each of these positions demanded great responsibility and presented many challenges at the same time, but most importantly, each one brought experience without which there can not be a good judge, a good prosecutor or a good lawyer. Theoretical knowledge acquired in educational institutions is the base which is continuously built on through practice, hard work and will power. The road is long and there is no shortcut. If someone thinks that the road can be shortened through career building, that person is making a bad mistake, because ignorance, like knowledge, very quickly comes to the fore. It is true that I was a lawyer and a prosecutor, and I am still a judge, therefore I deeply appreciate colleagues because I am aware of the difficulty of the job they do. It is, therefore, about the different roles that judges, prosecutors and lawyers have in court proceedings, but each of them is carrying their weight and each is extremely important.

The Court of Bosnia and Herzegovina prosecuted some of the most serious crimes in the history of the BiH judiciary, whether it was about war crimes, organized crime or terrorism. On the other hand, there is a continuous attack on the integrity, competence and independence of the Court. How do you manage to defend the Court and what does the Court mean for the security of the state and society?

The Court of Bosnia and Herzegovina is one of the most important links in the justice chain that guarantees the rule of law throughout Bosnia and Herzegovina. Since its establishment, the Court of BiH has worked under pressure, which includes threats of suspension, non-compliance with its

decisions, deprivation of the budget necessary for undisturbed work or delaying the process of nominating judges. However, the Court has never succumbed to any of these and so it is still here today and its existence and future are unquestionable. As President of the Court, I am at the end of my second mandate, and I can assure you that we came out stronger and more determined from each "battle". During all these years we were deeply aware that, in such an atmosphere, there are only two things that can help us, or sustain us, and those are our independence and the results of our work which can not be brought into question. Therefore, the Court fought for survival through hard work. If you ask me whether it was easy - it wasn't, but if you ask me whether it was worth it - of course it was.

“Women should impose themselves with their proven work, knowledge and expertise”

In the justice sector of Bosnia and Herzegovina, 60% of Judges and Prosecutors are women. On the other hand, 41% of them occupy management positions in courts and the prosecutors' offices. How do you explain this situation, and are women equal to their male colleagues in practice?

As far as I'm concerned, if the information that you put forward is true, I consider it to be good news. In my experience, women are outstanding workers, brave and bold. In the Court of BiH, the situation is also „in favour of women“ and they are the ones that carried and still carry a huge burden of work and a great responsibility. Well, I don't want to be misunderstood, so let me clarify - I am not in favour of



the idea that women should be equally represented only because they are women, therefore on the basis of gender. I think that women should be recognised with their proven work, knowledge and expertise. So, no one should be subordinated or privileged based on gender. We must have other criteria, but the criteria must be the same for all.

Do you think that there should be more women in management positions in the field of the judiciary and what are the possible qualitative changes which could result from this? In general, what are the qualitative benefits of women in the justice sector?

I believe that competent, professional and responsible women who professionally do their work should be supported. When it comes to the Court of BiH, in key moments, women have shown courage and professionalism, and I am free to say, we maintained the integrity of the Court. However, we do not need to achieve gender equality at all costs. What would the Court look like today if it was unable to maintain its integrity? If 90% of the women working there were not professional enough and inadequate for their functions? However, what I say about women applies to men also; only work, knowledge, expertise and responsibility are valid arguments and they should be above nationalism - at least when it comes to this profession.

Being a judge or prosecutor is an extremely responsible and very often stressful job. How do you maintain a balance between family and professional life, particularly due to your position at work, and do you have any tips for your younger colleagues?

Being considerate and knowing your limits is best. It's hard to be successful professionally, if you are totally dissatisfied privately and vice versa. Sometimes a job requires a lot of sacrifice, work, effort and stress that you are not even aware that you are able to bear. However, this is unlikely to occur every day. When problems occur, or you find yourself in a difficult situation, it's okay to do your best. However, after that, it is necessary, because of your mental health, to concentrate on something else, such as family, friends, things that you love and that make you happy. Then you return to work happy, satisfied and ready for new challenges - this is very important.

“At key moments, women have shown courage and professionalism and preserved the Court of BiH”

What is your message for young girls and women who are planning to build their professional career in the justice and security sector in Bosnia and Herzegovina?

My message is to have patience and to build their professional path in a way which will make them proud, not ashamed, in 10 or 20 years. Today it is very popular to skip several steps in order to advance in your career. The system makes it possible, but the system is wrong. Countries like that do more harm than good, and the consequences can be fatal for the whole of society. Therefore, my advice to young lawyers is to never stop learning, invest in yourself and appreciate the opportunity to work with experienced colleagues, because no one can give experience to you, you can only gain it yourself.



Picture: The Court of BiH



WOMEN IN THE SERVICE OF SECURITY IN BOSNIA AND HERZEGOVINA



MAJKIĆ, Dušanka **Member of the House of Representatives** **Parliamentary assembly of Bosnia and** **Herzegovina**

What is your opinion about the position of women in the defence and security sector in BiH in general?

UN Security Council Resolution 1325 "Women, Peace and Security" was adopted more than 16 years ago, but local and international experiences show that there is a lot of work left to do in this field. There are a lot of initiatives by local authorities and NGOs, and also international organisations, with the goal of making changes in favour of gender equality, democratic development and necessary reforms in these two important sectors. Information shows that the security and defence sector is still typically a „man's job“ and that the situation in this sector does not change, despite anything that the institutions do. The number of female professional military personnel in the Armed Forces of BiH is about 5%. Of the total number of Armed Forces personnel, women account for approximately 6%, with which we should not be satisfied. If we consider the fact that the highest percentage of women in professional military personnel are in the category of soldiers, and that the lowest percentage of women are in the category of officers, it becomes obvious that BiH in the upcoming years has to do much more, particularly in the context of the implementation of the Action Plan of the UN Resolution 1325 in BiH, and the Law on Gender Equality. I'm aware that this is a regional problem and that other countries in our region, such as Serbia, Montenegro and Macedonia are also dealing with it. It should be noted that the necessity and importance of women's participation can not be measured only by the number of places at different levels of decision-making which are occupied by women, but also the ability to substantially influence policy-making within the defence and security sector.

Do you think that women should be more present in the defence and security sector and what are the benefits of their involvement in these structures?

Women should be much more present in the defence and security sector in BiH. It is clear that the military or police no longer belong in the category of exclusively male jobs. Circumstances are changing; women and men have equal opportunities, but, apparently, still do not have equal interests for this calling. It is not easy to change the traditions of the people living in this region, although the future will bring change here as well. It is well known that women are very interested in maintaining a good and stable nation. Also, we know that no country with a stable defence-security system has ever started a war. Isn't this fact itself enough to justify a significant increase in the number of women in decision-making positions in defence and security sectors?

“The chances are equal, but interest in the military and police career is not equal”

In your previous mandate, you were head of the Joint Commission for Defence and Security. Did you personally propose the implementation of concrete activities for the advancement of women in the sector of security and defence?

I have to admit that women have never been particularly interested in membership of the Joint Commission for Defence and Security. Many justified their lack of interest by saying that it's too much of a man's job. In the parliamentary session from 2006 - 2010, I was the only woman among the 12 members of the commission. This number has never increased to more than 3. This is proof that changes in this



segment are slow and difficult to implement, even in the Parliamentary Assembly of Bosnia and Herzegovina, which should have a lot more sensitivity and much more powerful impetus for change in this area.

“Women are very interested in preserving of good and stable nation”

How do you evaluate the implementation thus far of the Action Plan for the Implementation of UN Security Council Resolution 1325 in the institutions of the defence and security sectors in Bosnia and Herzegovina?

Although information suggests that BiH was the first country in the region to adopt the Action Plan for 2010-2013, and that representatives of the Ministry of Defence were working on the new Action Plan for 2014-2017, I still think that more work needs to be done with regard to raising awareness of the importance of gender equality, and encouraging young women to get involved in the defence and security sectors and make a full contribution.

What is your message for young girls and women who may eventually decide to build their career in the sectors of security and defence?

I would use this opportunity to encourage and invite young women to join this interesting but demanding sector. The construction of a good society depends on women's capacity for work, their experiences and attitudes. A lack of balance between the social influence of women and men means a reduction in many possibilities in our lives.



WOMEN IN THE SERVICE OF SECURITY IN BOSNIA AND HERZEGOVINA



MEŠETOVIĆ, Mersida **Brigadier** **Armed Forces of Bosnia and Herzegovina**

What are the advantages and disadvantages of your work?

I am generally of the opinion that rarely any job has disadvantages. My job doesn't have disadvantages because I always say that being a soldier is a humane profession and I absolutely wouldn't put the existence of the armed forces or army in a negative context and say that this is a job which has disadvantages. However, I think that any profession has its bad moments with regard to interpersonal relations and similar situations. This profession is no exception. However, in contrast to some other professions, the profession of a person in uniform, regardless of whether they are soldiers, police officers or firefighters, requires teamwork. When you are engaged in such a field of work, you have to work as a team from the outset, support each other, and when you have to live and work like that, you build special friendships and respect. It guarantees that you will do your work efficiently. I love my profession and I have no complaints.

Since you are doing a job which is traditionally considered to be a "man's job", how much effort was required to achieve your current position?

A lot of effort. When we commemorated the 10th anniversary of UN Resolution 1325, I expected that things in this country and the world would go in a better direction, at least with regard to the involvement of women in certain "male professions". We have very clear legal frameworks that should stop discrimination based on sex, race, religion or sexual orientation. However, it is a fact that if you ask any female whether they are equal to their male colleagues, I don't think that many among them will be able to say that they are because implementing a law isn't a easy job and demands a change in attitudes. Based on my actual experience of dealing

with gender equality in the security sector, and in comparison with other sectors, I haven't noticed that women have a natural urge to help each other. To be more precise, that a woman who stands out and comes close to the top or reaches the top of the pyramid has the urge to help other women or is caught in a situation where she doesn't have the possibility of helping. In general, you can't say it's the woman's fault the system simply puts them in a position where they are unable to do a lot about it. Now imagine how hard it is to stand out in a profession that "belongs" to men. I hope that new generations will bring change and that it will be easier for girls who are currently making their first steps in this profession.

Do you think that women in the security sector are equal with their male colleagues?

Unfortunately, I have to say that women in the security sector are not equal to their male colleagues. As I mentioned earlier, the legal framework is one thing but its implementation is something else. I believe it will take quite some time for women to become fully equal in this system, as well as a lot of changes in awareness, especially in the minds of our male colleagues. Also, we need a lot more networking and help from woman to woman, especially among those of us with higher ranks, in order to help colleagues with lower ranks and who are just at the beginning of their careers. This is also an imperative for BiH society as a whole, because women are a resource of our society. If you don't have enough men you have to use women and the sooner they achieve the necessary requirements for certain positions, it will be easier for society.



How does a successful woman in the security sector keep a balance between professional and family life?

This is the kind of profession without business hours. These are specified by law and certain regulations, but you get in a position where you are no longer in the office or when you are not in a normal environment performing everyday tasks. I'm talking, for example, about sending troops to carry out special tasks. In cases of natural disaster, if you are working in a unit that is assigned to participate dealing with it, you do not have an eight-hour working day anymore. You have to be in the field. You can also take peace support operations as an example. We are currently in a situation in which we still send volunteers to peace support operations, but at some point it will become an obligation. If in that sort of situation you don't get support from your family, it is very difficult, almost impossible. You must invest a lot of willingness, understanding and sacrifice to simply have your inner peace and stability so the results of your work are at an appropriate level. Finishing everyday tasks is not easy; just imagine also wanting to attain the prefix 'successful'. Then all that needs to be doubled and when you are a woman, you really need a lot of it.

„Being a soldier means primarily being humane“

Do you think that women should be more present in the security sector, and why?

Women should definitely be more present in the security sector. There are situations where the task demands different approaches for different people. To be more specific, when we send women to missions, there are societies where contact between men and women, or men and children, simply isn't acceptable. In that kind of situation, a woman has a very intense role. We can also take operations at international borders as an example. If there is a suspicion of unacceptable activities involving a woman, the law

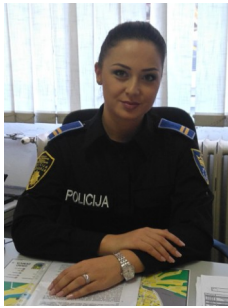
and case law, demand that women should talk to women and that a woman must conduct the physical examination and search in such cases. Also, in cases of domestic violence, it is much easier for a female victim to open up to a woman and tell her side rather than to a man. Thus, security institutions must reflect the structure of the society in which we live. This reflection means that we have young people, middle aged people and older people, and, in general, men and women in the system. So, everyday work and tasks, or providing service to the citizens of Bosnia and Herzegovina dictates that there should be more women from all sectors of society included in the security sector.

What is your message to young girls and women who may choose to build a career in the security sector in BiH?

When people ask me if I would build my career in the armed forces again, I can say that it wasn't always nice, but I would do it again. I always say that being a soldier primarily means being humane. Being ready to sacrifice your life or body part, in order to keep someone in this country or somewhere in the world safe is a big thing, and not everyone can do it. People who love freedom, doing a honourable job and being proud of it, will surely find a good reason to work in the Armed Forces of BiH. I would always suggest to the younger population to come and try it out. In the end, hardly anyone says that he/she isn't for this job, and I'm sure that young girls should enter this system, and contribute to the role of women in the armed forces by increasing the number of female personnel, dedication, desire and skill to do the job. In the end they will surely be satisfied.



WOMEN IN THE SERVICE OF SECURITY IN BOSNIA AND HERZEGOVINA



MIJAČ, Ana **Senior Police Officer** **Ministry of Internal Affairs of ZDC**

What do you think about the position of women in the MIA of Zenica-Doboj Canton, and in police institutions in BiH generally?

Compared to the previous period, the expansion of women into managerial positions is evident, where their work, dedication and hard work resulted in their appointment to certain positions and in their promotion. However, in order to achieve such results, I think that women have to put in more work and dedication than their male counterparts. Since I am in touch with female colleagues from other police structures and agencies, I think that they are in a similar position and share my opinion.

***“Women are more
invested in solving other
people's problems”***

You work in the Unit for Prevention of the Violation of Public Order, that is to say on providing security at the significant sporting events, including football matches, as well as during crisis situations or riots. Could you please tell us something more about the specifics of your job and how much effort and courage are needed to do that job, especially for women?

I think that every job requires effort and devotion if someone wants to do it professionally. Police jobs are especially challenging because you must be prepared to respond to the tasks in a professional manner with full concentration and physical readiness at any given time, regardless of working hours, especially members of my Unit. Male colleagues expect from us the same willingness to perform tasks and to be able to count on us on an equal footing. Women often find

themselves in a situation where their male colleagues, in order to protect them, instinctively try to help, thinking of them as the gentler sex. Still, at all football games, protests and other activities, women are equally engaged as members of the Unit and are not spared for any reason.

How do you think you are perceived by your male colleagues and do you think that they consider you as their equal in the job you do?

Due to gender stereotypes, some male colleagues still have the opinion that women do not belong in some workplaces, including the police. However, for me this can only be a motivation to work harder and give the maximum while performing my duties and the tasks which are assigned to me.

In your opinion, how important are interpersonal relations in the job you do?

Interpersonal relations are a key factor in this job because we are entrusting our lives to each other both in the field and at work in general.

Considering that you are doing a responsible and by nature very risky job, how do you keep the balance between your job and family life and how important is the support of your family?

It is very difficult to withstand the pace because you do not have a continuous working schedule and you can be called on to report for duty at any moment. My family plays an important role in this, their understanding is very important and they are my motivation to do the job properly. Because of the need to answer a work call, I have often been in a situation where I had to postpone my family duties. However, my family is aware of the work that I do and are very understanding. This makes it easier to do my job properly and leave it behind when I get home.



Should there be more women in police structures and what, in your opinion, is the advantage of hiring women?

I think that women are willing to put in much more effort and devote more attention to the activities they perform, as they are, by nature, more sensitive and have more empathy toward others. Therefore, bearing in mind that the police is in the service of citizens, women are more invested in solving other people's problems.

***„Policing is not a
profession,
it is a way of life“***

What is your message for young girls and women that are planning to build their professional career in police structures of BiH?

My opinion is that police work is not an occupation, but a way of life. This work can be successfully carried out only by some one who loves it, and who is willing to live like that. In particular, helping others provides a sense of satisfaction and is the greatest reward to all who love this job and do it exclusively for the above reasons.



Picture: Private archives



PENDEŠ, Marina **Minister** **Ministry of Defence of Bosnia and** **Herzegovina**

In 2010, BiH adopted an action plan for the implementation of UN Resolution 1325, which refers to the implementation of certain activities in terms of improving the status of women and increasing their participation in the defence sector in BiH. What changes have occurred in practice and to what extent has this document been adopted?

Bosnia and Herzegovina is one of the first countries in southeast Europe, and among the first eight in Europe, to adopt a National Action Plan based on UN Resolution 1325. This plan does not only mean strengthening the role of women, it also recognizes all problems that women come across in society, including, amongst others, abuse and discrimination in political, public, cultural and all other aspects of life. Based on the Action Plan, BiH should, through its parliaments at state, entity and cantonal level, implement specific activities to bring existing legislation in line with it. This resolution does not only strengthen the role of women, it also creates conditions or hypotheses for the creation of activities which will prevent certain problems and their consequences which are faced by women. The reasons for such a resolution actually being adopted include war-related events, in which the victims of war are most often women and children. As far as the Ministry of Defence of BiH is concerned, I can say that we have carried out some activities according to the Resolution 1325, in sense of recognizing the role of the woman in the security sector. We have tried to provide adequate treatment for persons who have been sent to peacekeeping missions, officers or female soldiers, and for this purpose we used their acquired experiences to prepare the next rotation. However, gender equality is a very important policy for this, which is basically not based on Resolution 1325 only, but on previous resolutions and the role of women in society in general. We have tried, through

all the documents from the Law on Defence and the BiH Law on Service, to provide equal opportunities for young women and men to apply for tenders in the Ministry of Defence, whether they are military positions, officers or government official positions. Besides, I think that through a specific campaign, conducted with the support of some embassies, such as the Kingdom of Norway and Great Britain, we managed to decide a significant number of young women to opt for a military career.

Since you are the first female minister of defence in BiH, does your appointment represent higher expectations for girls and women in the sphere of defence, in terms of their institutional strengthening?

I'm not sure if you will get the answer you expect. My appointment as Minister of Defence was preceded by certain appointments to the position of Deputy Minister. On the other hand, I think that my political party recognized the importance of a woman in political life, so it is one of the first parties which created an opportunity for women to occupy certain political functions. I consider this position to be purely political, and I am aware that if there wasn't a political party that supported me, I wouldn't be here.

The importance of the role and equal participation in the security sphere, and advantages of involving women in security, are only some of the themes of the conferences you attended recently. Can you tell us what are the advantages, within the context of the Armed Forces of BiH?

As I already mentioned, I think the role of women in political life is very important. By that, I don't just mean their total number, but the importance and their capability to participate equally with their male colleagues in creating the political life of a state; the same goes for the sector of security and defence. I



also think that the role of women is more important because they have a different approach to solving some problems, and they are more aware of the consequences of decision making. That is, probably, connected to their constitution and the physical and physiological difference between men and women, but also to their approach to problem solving. At all the conferences in which I participated, it was evident that we mainly deal with consequences. We deal with the consequences of war, we deal with the consequences of the abuse of women, as one of the most powerful weapons of war. Sexual harassment and rape of women, both in the recent war here, as well as in the wars in Syria and Afghanistan, is in some respects a weapon of war. After these sort of things, we deal with the consequences, specifically, how to heal, and how to enable these women to continue a normal life. On the other hand, if women had perhaps participated in the creation of certain moves undertaken by individual governments, or prepared certain activities, perhaps it could have been avoided. This is one theory, but I think that by engaging more women in managing positions in the security and defence sector, giving them an opportunity to participate in negotiations, discussions and trainings, we contribute to raising awareness and increasing the level of security, and that, therefore, we will have less consequences. Therefore, I think that it is very important to enable and support women who are able to actively and equally participate with their colleagues in the field of defence and security. I also believe that the role of women in such positions, which have been, or still are, unacceptable with regard to the cultural heritage of some societies, is very important and should be promoted.

Since the Armed Forces of BiH are recognized as a credible partner in peace support operations around the world, how much work is being done in the field of qualitative and quantitative improvement of the participation of female members of the armed forces in peacekeeping missions?

Every peacekeeping mission involves a lot of preparation, both mental, as well as physical, and specific trainings and education. We provide equal opportunities and, of course, support the idea of more women applying to participate in peacekeeping missions. However, there is no preferential treatment for women or for men. All have equal opportunities to

go through the selection process and I think that the number of women who have so far taken part in peacekeeping missions is significant and recognizable for the opportunities in Bosnia and Herzegovina.

“Women are capable of participating equally in the security and defence sector”

Can we expect that BiH will get a female General in the coming period?

As for the Armed Forces, I believe that in the process of nominating a person to the position of General some conditions should be met. Although I am a woman in the position of Defence Minister, I do not think it is necessary to appoint a woman to the position of General just because she is a woman. That way we will not help, but only do harm, because she must, like all other colleagues, follow a certain linear path in her career. That path involves going through all the stages of leadership and management, from the lowest unit of command to the most responsible position at the Ministry of Defence and the Armed Forces of BiH. This is the only way to build integrity and credibility and gain respect, not because she is a woman, but because she deserved to be general.

What is your message for young girls and women who intend to build a career in the Armed Forces?

A career in the Armed Forces is demanding. Often, young people, regardless of whether they are women or men, find themselves in front of a wall and some problems when coming into a position in the armed forces. They should not be afraid to face the problems and to solve them. All of us have often encountered some walls in our careers, but that does not mean that we need to bang heads against them, but we need to find ways to bypass or cross the barrier. In that sense, I think that people who really want to build a better Bosnia and Herzegovina, a better BiH society, especially when it comes to young women, certainly will not go wrong if they choose a career in the Armed Forces.



WOMEN IN THE SERVICE OF SECURITY IN BOSNIA AND HERZEGOVINA



RAŠKOVIĆ, Mirjana
Inspector
Border Police of Bosnia and Herzegovina

How would you evaluate the position of women in the Border Police and police structures in BiH in general?

Considering that BiH aims to achieve the European standard, according to which the representation of women in the police authorities should be around 30% of the total number of employees, I think that the Border Police (BP BiH) and other police agencies in BiH are trying to achieve gender equality and improve the position of women in the police. Among other things, this is evident through projects in which the GP BiH participated actively, in a project called "Women Police Officers Network" established in 2010 and in which 14 other police agencies participated. GP BiH is trying to comply with the European standard that encourages the employment of women in the police structure in BiH through regulatory measures and a number of legal acts. What I could point out as a specific problem in GP BiH is the fact that there is a lack of women in managerial positions.

Considering that you work as an inspector for border control in the JGP Trebinje, can you tell us what kind of job it is from your perspective, and how much work and effort did you have to invest to reach your current position?

I entered the BP BiH as a cadet in 2004. I now work as a border control inspector in the JGP Trebinje and I am in charge of an area of the state border length that is approximately 210 kilometres. In this part of the border there are eight border crossings, including five for international and three for coterminous traffic. Thus, considering this fact as well as the complicating factors of the configuration of the terrain and the specifics of the geographical location in terms of routes for narcotics and smuggling of excisable products i.e. the current security issues, all of this indicates the fact that this is a relatively difficult and very responsible job. As for the second part of your

question, to even reach the position of inspector in the GP BiH, one needs to fulfill certain conditions prescribed in the legislation that regulates career advancement, including appropriate qualifications, relevant professional experience, honours and awards obtained in the context of previous work, advanced courses completed, clean disciplinary record, standards prescribed by the code of ethics, and so on. Therefore, all of these categories require effort and in fact, it was not easy, especially when you add the obligations of a mother and wife in a family. However, every job is a challenge and if you want to do it well, with will and a certain effort it is something that is possible to achieve.

„Women must get more attention in police structures in BiH “

How do your male colleagues perceive you and do you feel that, in their eyes, you are equal in the work you do?

In general, conservative hierarchical structures, such as the police and army, have one characteristic, which is difficulty in accepting changes and differences. Given the fact that the current ratio in terms of gender representation in the police agencies is 90 to 10 per cent in favour of men, on this basis alone certain cliches and prejudices can be formed relating to doubts over the capabilities of women in the police. However, I do not try to compete in every aspect with my male colleagues, but I am simply trying to achieve a certain personal and professional standard that I think is available for women in the area of police work. When it comes to the attitude of male



colleagues in terms of gender, I want to say that I do not think much about it because I believe that everyone has a discipline where he/she can show his best and I find it very important that my colleagues feel my humanity and accessibility so they are free to share their success, or possibly some difficulties in their job with me.

In your opinion, how important are interpersonal relationships in the work you do?

Interpersonal relationships are a very important aspect of work and I believe that they are part of the working environment, that is to say, a psychological space in which to work. This is a category that has the power to inspire or to obstruct someone at work, and, consequently, a police officer also, so in this part, it can significantly affect the professionalism of police officers. The fact that police agencies employ a large number of people, for instance the agency where I work employs over two thousand people, and the organizational unit in which we operate has more than one hundred and fifty employees, means that it is a real challenge to build good relationships in this

environment. It is, certainly, up to the individual to set their standard and decide whether he/she will be satisfied with bad, good or excellent relationships at work and ultimately contribute to the improvement of these relations. Since every relationship has a minimum of two sides, we can all influence and change our criteria for a moment, exclude vanity and similar subjective factors, in order to improve these relations. That way we could make room for ourselves to work and have an absolutely more beautiful experience at work because actual or potential conflicts are the leading cause of stress today.

Considering that your job is very responsible, how do you maintain a balance between work and family life?

I would call the balance between family and work the challenge of our time and you really need skills for that. It is often difficult to harmonize both of them and usually I'm the one who suffers, I am simply doing my best, but this is my assignment and my mission because the emotional satisfaction that I draw from my family is my motivation for everything I do, while



Picture: Private archives



WOMEN IN THE SERVICE OF SECURITY IN BOSNIA AND HERZEGOVINA

my job is my duty, as well as a need of any man to be a social being. On the one hand, I have huge motivation which is reflected in the role of mother and wife and my goal is to facilitate and brighten the life of my family, especially with my presence, but sometimes it really isn't possible because at the other side is the prescribed, but also personally built professional standard to which I aspire. However, I solve these problematic situations individually, each situation is unique, and in each case I judge where it is more important for me to make a greater contribution. So, it's very important to determine priorities in every particular case, compare them and then make a decision.

Much of the seemingly impossible can be done if there is enough will, because with will comes effort, and effort leads to success. Break the prejudices and build your career because it can be very good and worth it, even if you wear a uniform.

“The Border Police is trying to achieve gender equality and improve the position of women ”

Should there be more women in the police structures and in your opinion, what is the advantage of employing them?

Integrating women into the police structures is an undeniable need only because of the fact that police work basically has the task of implementing preventive and repressive measures against offenders or potential offenders of both sexes, where the age structure has a very wide range and where the requirements in terms of accessing persons are very sensitive. Furthermore, very often in the role of victims we meet vulnerable categories, and they are usually people who are victims of trafficking and sexual offenses, minors, etc. In this regard, I think that women in the police deserve a special place, because I believe that it is in their nature, as the gentler sex, to be equipped to perform such work and that they absolutely can answer this kind of task, and that they are better equipped to do so than men. In terms of the benefits of integrating women, I also noted one characteristic, namely their virtue which is a fantastic match in one part of police work, and that is the negotiating ability and the diplomatic aspect of women's characters. Research shows that women are definitely more adept at carrying out jobs which have the abovementioned characteristics. In terms of police work, negotiating ability is particularly important in the application of one part of the Criminal Procedure Law, i.e. prosecution of persons, and also within the context of interagency or even international aspects of cooperation.

What is your message for young girls and women who are planning to build their professional career in the police structures in BiH?



TEŠANOVIĆ, Mirela
Senior Inspector
Ministry of Internal Affairs
of Republika Srpska

How would you evaluate the status of women in the Ministry of Internal Affairs of Republika Srpska and police structures in BiH in general?

Compared to the previous period, I am satisfied with the current situation of women in the Ministry of Internal Affairs of Republika Srpska, as well as in the other police structures in BiH. There has been progress because women are more represented in both regular as well as the major and better paid positions. This is very important, but I think that there is still plenty of space for advancement and improvement. I hope that in the future the status of women will be even better and more significant.

Considering that you have a significant police rank which in itself implies experience in police structures, can you tell us what kind of job it is from your perspective, and how much work and effort did you have to invest to reach your current position?

The police profession is not easy and has its own characteristics as any other business. However, there is also the additional risk present in performing police duties, also the work hours are not always fixed. These are all challenges that of which a person who decides to work in the police profession, regardless of gender, should be aware at the beginning. I have 15 years of service and I spent all of my previous working life in the police, which I primarily owe to my police education. This is the answer to the second part of your question in terms of the work and effort that a person must undertake in order to deal with police work. First of all, it is police education. Also physical and sports activities, an active sport life, is one of the prerequisites that is very important. However, I believe that a certificate of secondary or higher police education is not enough. You must always keep working on yourself, and that way you will be adequately rewarded with a certain position.

First of all, I would point out knowledge of foreign languages, primarily English, which is today widely used. Without police cooperation there is no real police work, and without knowledge of the English language one cannot communicate with colleagues from Europe or from anywhere in the world. Considering that this is something I really love, I must say that I am also learning French. I hope that this will bring an extra quality that will allow me to contribute more to my ministry, and, of course, that I can achieve personal growth and a further personal satisfaction in my further career. In addition to the higher police education and foreign languages, I consider it necessary to continue education, not only through participation in various seminars, courses and conferences, but also academically. Guided by this attitude, I finished master level studies and I am very proud that I researched the topic 'Women in the police'. Finally, I also want to point out that in the police profession, it is very important to have a tendency towards teamwork, organizational skills and communication skills.

How do your male colleagues perceive you and do you feel that you are, in their eyes, equal with them in the work you do?

I consider myself equal. When we talk about the relationship of my colleagues toward me, it cannot be generalized. People are different, have different views on things, including on female colleagues in some activities. Usually some doubt in certain abilities may occur in the beginning, if we do not know each other enough. Over time as we get to know each other we get the trust, particularly during the performance of team tasks and duties. Situations are different, but generally male colleagues respect female colleagues. There are more of those who respect, while there are also some of those who still believe that the police is a "male sport".



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In your opinion, how important are interpersonal relationships in the work you do?

They are very important. As in any business, people rely on each other and teamwork is something that brings a special quality. However, with the police there is a particular specificity, especially depending on the line of work in which you are assigned. For example, colleagues that are at the interventions that are located in dangerous situations must have a very high degree of mutual trust. They must know each other very well to know who can handle which parts of the team's task. In our ministry there are numerous examples where people are friends privately, they establish friendly relations even during education or studying, but also in some cases we have examples of marriages and other family ties. This helps to strengthen relationships and I think it really affects the quality of jobs, but also the functioning of the organization as a whole.

Since your job is very responsible, how do you maintain a balance between work and family life?

This is also a very important segment. I am married and have two children who are now teenagers, and it is very difficult to harmonize everything, especially in the beginning. I was developing my own family and professional life at the same time that I studied and became a mother. When the children were small they were my priority. I participated in all the trainings that were available and I avoided voluntarily applying for jobs that I could successfully do, because I knew that it would require more time and greater absence from home. In short, in the first period of my career, my personal life was my priority, because I believe that I was needed more at home than in the office. Today it's easier because the children are teenagers and I have had great support from my husband from the start. It is very important and it means a lot to me. I think that without such relationships, I would not be able to stay as successful in my work as I am now. That balance can always be achieved, but it needs a lot of effort and a lot of understanding.

“We still have space for improvement”

Should there be more women in the police structures and, in your opinion, what are the advantages of their employment?

I think there should be more women in the police structures. According to international standards, there should be 20% women in the police structures. However, we have not reached that percentage. In addition to quantitative, I suggest the importance of the quality parts, and distribution of women in management positions and in senior ranks. I think that in this field we still have room for improvement and that women equally qualified for some positions should be given priority. Advantages and additional qualities that women can give to police structures are indeed numerous. Primarily, they should be viewed the same as men. This only is an advantage, because if a man can, why can't a woman? On the other hand, colleagues also often say that women are by nature more detailed, have more patience; which is the perfect combination with colleagues who have special energy and dynamics. It wouldn't, of course, be ideal if only women worked in the police. This combination and this synergy is something that can give the best results. In addition, some jobs can be better understood by women, for example, in the case of juvenile delinquency or women who are victims of sexual or domestic violence. A more qualitative statement and more qualitative assistance to the victim can be obtained and provided by a female officer, because, primarily from the prejudice that the victim or witness has to men, the victim might be more open to a woman with the right approach. Overall, I think combined work is the best model; there should be men and women in the team.

In the future you might go on a peace mission. What are your expectations in this regard and the experiences of your female colleagues who may have already been on similar missions?

Through the preparation itself and the long process of development and fulfilment of all the conditions required for the departure of police officers from Bosnia and Herzegovina in one of the three peacekeeping missions in which we currently participate, I had the opportunity to contact colleagues who have acquired that experience, and I, therefore, built some expectations of my own. Experiences are in all cases positive. I look forward to new experiences and challenges that are in front of me.



First of all, working in a different environment, in an international environment. Also, working in situations where people are, unfortunately, affected by war conflicts, as we also were in our past, so I will have a greater understanding for their situation. I think I'll be able to answer the challenges that await me there. Since I will work in the police contingents with police officers from around the world, I hope I will have good colleagues. This is a unique experience and I am especially happy that I will be able to contribute to the preservation of peace that is very important to all of us and should be preserved and nurtured. I am glad if I can contribute to the preservation of peace in a country, to get the local community back into the regular, daily life and to reach modern standards that we all aspire.

What is your message for women who are planning to build their professional career in the police structures in BiH?

Be persistent and believe in yourself, because perseverance is always worth it. Show your quality in the best possible way. You are welcome and I look forward to all the new colleagues.



WOMEN IN THE SERVICE OF SECURITY IN BOSNIA AND HERZEGOVINA



TOMIĆ, Ankica
Head of Department
for International Cooperation
Ministry of Security
of Bosnia and Herzegovina

What do women represent for the safety of a society or a country and which benefits do women bring with their involvement in the security and defence sector?

Women are important for the safety of a society or a country for several reasons. First, women are more than half of the population in society and if they are insecure or if their security is threatened, the whole society is endangered, and vice versa. Second, a woman's perception of security as well as their need for meeting the various aspects of security are different from the perceptions and needs of men. That is why we talk about gender aspects and dimensions of security. These aspects were neglected through history and right up to the last decade addressing security issues was an exclusively "men's work". Security and defence sectors were managed and "ruled" by men. Men, for the most part, decided and still decide on the safety of women. If we go back into the past and remember the attitude towards women, it is understandable how long it took for the UN Resolution 1325 on "Women, Peace and Security", apropos the year 2000, when it was unanimously adopted by the Security Council of the UN. The advantages of including women in the security and defence sector are multiple. Many studies have shown that women are more prone to finding peaceful solutions and compromises than men and have a generally negative attitude towards the use of armed force. Results and facts in some countries, which are already significantly emancipated, prove that a higher percentage of women in the police and army significantly increases their professionalism. Also, studies show that citizens are more satisfied with the work of, for example, police structures with a greater presence of women. Citizens have more confidence in female police officers resulting in better co-operation with the police in the detection of important information. Certainly, more women in the security and defence sector leads to greater

professionalism. Respecting "women's" needs, priorities, experiences and perspectives achieves sustainable peace and ensures stability and prosperity of any society.

What is the essence of the UN Resolution 1325 on "Women, Peace and Security," and why is it important?

The adoption of this resolution represents a milestone in the history of women in the context of security. It was the first time that the contribution of women in the prevention of conflict as well as post-conflict construction of societies and the preservation of peace and security was formally recognized. With this resolution, the United Nations Security Council confirms that most armed conflicts affect women and children, and that women and girls are post-conflict victims of sexual and physical abuse and other forms of violence. The implementation of this Resolution, with seven subsequently adopted resolutions, constitutes a fundamental framework for the protection and respect of human rights of women and girls. Resolution 1325 supported or additionally encouraged many women and men around the world to speak in a different way about violence against women and children, in war, as well as in peacetime. Also, an inclusion and increase of the number of women in all stages of achieving peace and security was clearly and unambiguously demanded.

„The percentage of women who have reached the highest positions in the security sector institutions is low“



You are the Deputy Chairmen of the Coordinating Board for Monitoring the Action Plan for the implementation of UN Resolution 1325 on "Women, Peace and Security in BiH" and therefore have access to the entire issue of the status of women in the security sector. Do official statistics show that there has been a change in the status of women in the institutions of the security and defence sector BiH?

Statistics are "in favour of women". In recent times, especially after the adoption of the first Action Plan for the implementation of UN Resolution 1325 in Bosnia and Herzegovina from 2010, which was the first in the Southeast and eighth in Europe, the number of women in institutions of the security and defence sector increased. Implementation of comprehensive strategic measures through the Action Plan for the implementation of Resolution 1325 has led to the creation of a favourable climate for increased participation of women in the police and military

forces, although the increase is still most evident at lower positions. However, if we compare our statistics with those from neighbouring countries, in the context of decision-making within the defence and security sectors, the percentage of women who have reached the highest positions in the security sector institutions and the army and police is small. The number of women as ministers of defence and interior increased, but the number female generals or female commissioners in the army and police is insignificant, particularly in the countries of South Eastern Europe. In Croatia, for example, one woman was promoted to the rank of brigadier general. Still, there was a historical milestone because these sectors "opened" for the entry of women. Certainly encouraging is the data that more and more women are opting to build their career in an institution in the sector of security and defence.



Picture: Private archives



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Women are an integral component of the peacekeeping missions in the world, in which BiH is involved since 2000. How many female members of the armed forces and police structures of BiH participated in previous missions and what are their experiences?

Considering the police structures, since 2000, when the first police contingent was sent to the UN peacekeeping mission in East Timor, the UN peacekeeping missions were attended by a total of 268 police officers, of which 41 were women, which is 15,29%. Currently, 30% of women are in three peacekeeping missions in whom Bosnia and Herzegovina sends their police officers: in South Sudan, Cyprus and Liberia. As we can see, the representation of female police officers in peacekeeping missions is about four times greater than their average representation in all police structures in BiH. The current representation of women in the total number of police officers that BiH sends to peacekeeping missions is significantly higher than the overall average in the NATO and EU member states. In the selection process for preparation training for peacekeeping missions, the Ministry of Security gives priority to police officers that have successfully passed the English and computers exams, and also met the criteria to participate in the preparation training that is a prerequisite for engagement in peacekeeping missions. The Ministry of Security has received an award for the inclusion of women in peace support operations of the United Nations, as well as for their noted contribution in building post-conflict societies. The Ministry of Security managed to achieve that success thanks to the continued support and cooperation with the interior ministries and agencies for law implementations in BiH, including those in the composition of the Ministry, as well as from entities, cantons and the Brcko District police.

“A higher percentage of women in the police and army significantly increase their professionalism”

What are the future challenges in terms of improving the status of women in the security and defence sector in Bosnia and Herzegovina?

The biggest challenge is considered to be the "dominant position of men over women" in the public life in Bosnia and Herzegovina, and this is being reflected in the position and role of women in traditional "male structures", such as the army and police. Such an environment, traditional attitudes and prejudices in the understanding of gender roles still have a negative impact on self-esteem and decisions of a large number of women who decide to build a professional career in the police and army. Our second Action Plan 1325 is designed in a way which devotes significant attention to overcoming these challenges. However, challenges in implementing the "Action Plan 1325" are still related to the lack of financial and human resources for the continued application of the principle of gender equality in relevant institutions. Awareness and understanding of the importance of these principles are still not at a satisfactory level. Still, in some institutions, the implementation of Resolution 1325 on "Women, Peace and Security" is perceived only as "sex disaggregated statistics". Overcoming these and other challenges will in the future require patient, systematic and multidisciplinary approach.

What is your message for girls and women who are planning to build their professional career in the field of security and defence in Bosnia and Herzegovina?

My message to women and girls who are planning to build their professional career in the sectors of defence and security is that these are the sectors which are today open to women. These sectors are taking various measures to attract and motivate more women to opt for the police and military. Also, the legal and institutional frameworks for the development and advancement of women are set. This is a process that will last long, not just in Bosnia and Herzegovina, but also in countries with long democratic traditions and a much longer history of employment of women in the military and police. However, I believe that the decision-makers are clear that without women, it will be difficult or impossible to carry out the activities and tasks within the competence of the institutions of the security and defence sector.



TRIŠIĆ, Ljiljana **Manager** **Agency for Forensic and Expert** **Examinations**

Your agency is one of the positive examples where both sexes are almost evenly represented, the collected data actually favours women and you are the director. How do you evaluate the situation of women in other security sector institutions in Bosnia and Herzegovina and do you think that women are equal with their male colleagues?

Your question encourages me to draw your attention after so many centuries of struggle by individuals and various associations for the rights of women and the results achieved in this field, does it even make sense to respond to it? Unfortunately, the current situation in practice goes in another direction, although personally from birth, I don't feel that women are unequal in our society. The women in the former Yugoslavia and Bosnia-Herzegovina were equal with men. They were able to achieve all human rights and tradition, and this benefit was transferred to our present society. Today, women as well as men can be employed in the state administration have the same salary and the same rights. However, when it comes to the managerial level, there is clearly an advantage given to men, in my opinion, unreasonably. This is particularly evident in the security sector and I might better confirm it with this example. In the area of defence and security, only the Minister of Defence of BiH and I have important managerial positions. This is a devastating knowledge for me as a woman. In addition, the problem of women in management is most noticeable at the state level. At lower levels, the entities and cantons, there are more women in the positions of ministers. For example, a woman is currently at the position of Prime Minister in the Republika Srpska. However, at the state level, in this area, the situation is unacceptable.

The Agency for Forensic and Expert Examinations is one of the administrative organizations within the Ministry of Security and provides crucial support for law enforcement agencies in improving the security situation in our country. What qualifications should a person who would like to be employed in your agency have?

Recruitment of new staff is one of the most important strategic features of the Agency because we are not sufficiently completed. Every time when we get the opportunity to hire a new person we try to hire the best. However, in recent years in the labour market or on public competitions there is not a lot of professional staff available. Perhaps the reason is that young people are leaving this country because they don't see perspective in it, although I wish it wasn't like that, or because of the ugly story that follows the state administration, that persons get employed there mainly based on some not-so-positive or legal recommendations. In any case, forensics is a specific area and requires extensive education and a lot of expertise. In general, every candidate who applies for a position in any security institution, including our agency, should be aware where he or she is coming. Without wishing to mystify this type of work, some level of security culture has to exist, and to be present at least in a broader education of people who choose to work in institutions of this type. What does this mean? They need to know what to expect from this job, although it isn't more complicated than any other profession in the community, but it is very professional. Simply, they must know that what they find out on this job is not for their home, and especially not for the street. Also, transparency is a characteristic that the whole security sector tends to. However, one must know the house rules, and what transparency is. Therefore, the main task of every person who comes to a security institution is to separate what is a security interest and what is not



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and what needs to be preserved inside the house rules. After all, anyone who works in these institutions should know safety standards. Of course, motivation, willingness to work and love for this work are qualities that should follow anyone who is applying for any job.

What qualities and advantages do women bring to the security sector?

Do they even bring any? Considering that there are so little women in managerial positions, I would not say that we bring a lot. However, I think this is a big misconception. Women are by nature very persistent and hardworking, and when they have a goal, they mostly have to accomplish it. It is known from the operating practice that women manage better than man in some complex operational activities. They can bring a lot to the security system. Once again I have to mention, I don't know why women are not on more managerial positions, but when I present at any class promotion at our police academies, women are often the best cadets. Where do they stop or get lost on this path is another question. I know there are a lot of professional women in the military and the police, that many of them are good operatives, and more attention should be given to their exhilaration, as well as the attention and trust of that great "male" security world to women.

„There is a lack of participation of women in management at the state-level“

You are an example of a successful woman in our security sector, how much work and effort did have to make to achieve the current results?

It was, indeed, a lot of work and sacrifice. When you ask me that, and now when I look back, I do not see that that it was something too difficult. However, if I took some time to recall my career path, I would remember all the effort and all the things that I had to give up but I did not do any of this against my own will. All of that was some of my personal and professional challenges. Since only few of us are in leadership positions, being even more successful and better at this job is an additional task when you are a

woman. So, it wasn't always that easy and let me explain you this through a personal example. Before two or three years ago, the Ministry of Security has awarded prizes to leaders of security institutions and their administrative organizations, I was the only one who didn't get an award even though I had the same, even better, results than my male colleagues. Therefore, the evaluation of women's and men's work is often different. However, this is not a rule but only a reflection of the moment and the people who decide. You cannot be sorry for something like that, you can only watch with indignation. It cannot even be a satisfaction when someone who has made a decision like that leaves his function, because the basic duty of us who work in security, is fulfilling our primary function - a very human and creative one, which is a struggle for the better security of the citizens of this country.

Considering that you hold a responsible function in an organization which is dealing with sensitive matters, how do you maintain a balance between work and family life?

Every day has 24 hours and if you plan a good distribution and put all obligations and expectations in the planned and designed time, you will manage it somehow. For example, every time I make jam from my friends' recipe, I always ask myself will I be able to this. So, I have to plan every new challenge responsibly in order to finish it. But I must admit, there were sacrifices, large sacrifices, when I put my private life in the second plan because of work obligations.

What is your message for women who are planning to build their professional career in the security sector of Bosnia and Herzegovina?

They need to know where they are coming and what they want. It is good to have a nice smile and convenient communication, but if that's all they have, then it is not enough. Therefore, every person, man or woman, must know where they are coming when they decide to get employed in the security sector, and be honest to themselves and to what is expected from them. They need to know that there is a lot of professional development and personal sacrifices in front of them. There is also a lot of personal and collective happiness in front of them and results of very creative and useful work which is something only a few can resist.

The project "WISE – Enhancing Women's Visibility in Security Institutions" is implemented by the Centre for Security Studies, with financial support from the Canada Fund for Local Initiatives.

Activity supported by the
Canada Fund for Local Initiatives

Activité réalisée avec l'appui du
Fonds canadien d'initiatives locales

Canada

"The opinions contained in this publication do not necessarily reflect those of the Government of Canada"



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