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The police and the respect for human rights in BiH

The Position of Women in Police Agencies in BiH



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



Udruženje "Mreža policijskih službenica"
"Policewomen's Network" Association

DCAF Geneva Centre
for Security Sector
Governance

2021

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Sarajevo, 2021



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PUBLISHER

Centre for Security Studies, Sarajevo

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PLACE AND YEAR

Sarajevo, 2021

This publication was produced with the financial support of the European Union. Its contents are the sole responsibility of the Centre for Security Studies and do not necessarily reflect the views of the European Union.



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List of abbreviations

BiH – Bosnia and Herzegovina

DCPB BiH – Directorate for Coordination of Police Bodies of Bosnia and Herzegovina

EU – European Union

FPA – Federal Police Administration

BP BiH – Border police

MOI BPC – Ministry of the Interior of the Bosnian-Podrinje Canton

MOI HNK - Ministry of the Interior of the Herzegovina-Neretva Canton

MOI KS – Ministry of the Interior of Sarajevo Canton

MOI PK – Ministry of the Interior of Posavina Canton

MOI RS – Ministry of the Interior of the Republika Srpska

MOI CBC - Ministry of Interior of Central Bosnia Canton

MOI TC - Ministry of Interior of Tuzla Canton

MOI USC - Ministry of the Interior of Una-Sana Canton

MOI ZDC - Ministry of the Interior of Zenica-Doboj Canton

MOI WHC - Ministry of of the Interior of the West Herzegovina Canton

PBD BiH – Brčko District Police of BiH

RS – Republika Srpska

SIPA – State Investigation and Protection Agency

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1. Introduction

The publication "**The Position of Women in Police Agencies in BiH**" was created within the project "The Police and Respect for Human Rights in BiH". The project was funded by the European Union (EU) through the European Instrument for Democracy and Human Rights. The project started in January 2020, and its estimated duration was 20 months.

The project "The Police and Respect for Human Rights in BiH" was implemented by the Centre for Security Studies, the "Police Women's Network" Association and the Geneva Centre for Security Sector Governance (DCAF). The specific objectives of the project were:

- promotion of gender equality in police agencies,
- promotion of the role of women in the police, and
- improvement of respect for human rights in the exercise of police powers through the promotion of human rights protection mechanisms in the event of abuse of police powers.

Therefore, the publication "The Position of Women in Police Agencies in BiH" is a reflection of the efforts to implement the first specific objective of the project. Why was there a need for its realization? The reality in Bosnia and Herzegovina shows that, although the legislative and institutional frameworks on fundamental rights are largely in place, women are not equal to men in exercising their right to participate in the political and public spheres. Patriarchal heritage, traditional and stereotypical patterns that are imposed as social norms, and incomplete implementation and non-adjustment of legal frameworks are some of the reasons that slow down and even hinder the progress of women in any hierarchy. As a consequence, there are discrimination, limited participation and under-representation of women in different professions.

The police profession is no exception. This was confirmed by the results of the study conducted by the Centre for Security Studies in 2017. In 16 police agencies, as many as there are in Bosnia and Herzegovina (BiH), a total of almost 21,500 people were employed, and almost 20% were women. However, the situation was much more unfavorable, considering the participation of women holding the rank of police officer. Out of a total of 16,275 police officers, in 16 police agencies, only about 8% were women.

Most of them were holding the ranks of a women police officer and senior female police officer, i.e. the lowest police ranks. There were no women holding the ranks of inspector general and chief inspector general, ranks denoting deputy chiefs or chiefs in police agencies¹.

The findings of a similar survey from 2020, conducted within the project "The Police and Respect for Human Rights in BiH", show that the situation has remained almost unchanged in terms of the representation of women in the police forces². In general, there was an increase in the total number of employees in 16 police agencies by almost 3%. The representation of women remained almost identical, at 20%. Also, the situation has not changed drastically in terms of the representation of women holding the rank of police officer. Out of a total of 16,660 police officers, 9% were women. In addition, women are still the most represented in the lowest police ranks. For example, in ten cantonal ministries of the interior, 45% of women police officers held the lowest police rank - the rank of women police officer. Again, there were no women in the ranks of general and chief inspector general of police. In general, the findings of the research indicated a continuous problem of police agencies in BiH, which refers to the evident underrepresentation of women in managerial positions.

These data show that the representation of women in police agencies is far below the average required to achieve gender equality in accordance with the Law on Gender Equality in BiH. According to this Law, equal representation exists only when one of the sexes is represented by at least 40%³. Among other things, if BiH really wants to become an EU member state, it must achieve the required degree of compliance with the membership criteria. The European Commission also pointed this out to BiH, stating that a thorough improvement of the legislative and institutional framework in the field of fundamental rights is necessary.⁴ Radical changes are not possible overnight, but it is important that BiH police agencies begin to follow the positive

¹ Hadzovic, D., Hodovic, M. and Plevljak, B. (2017). Women in the Service of Security in Bosnia and Herzegovina [online]. Sarajevo: Centre for Security Studies, available at: https://css.ba/wp-content/uploads/2013/11/publikacija_wise_ba.pdf

² The findings of this research will be presented in detail below.

³ Law on Gender Equality in Bosnia and Herzegovina ("Official Gazette of BiH", No. 16/03, 102/09 and 32/10). Consolidated version of the law available at: https://www.pravosudje.ba/vstv/faces/pdfservlet?p_id_doc=14467

⁴ European Commission. (2019). Opinion of the Commission on request of Bosnia and Herzegovina for membership in the European Union [online], available at: <https://europa.ba/wp-content/uploads/2019/06/Analiti%C4%8Dki-izvje%C5%A1taj-Mi-Commission-Commission-on-request-of-Bosnia-and-Herzegovina-for-Membership-in-European-Union.pdf>

trends from European countries, especially in terms of women's representation in managerial positions.

The publication "The Position of Women in Police Agencies in BiH" consists of a total of six chapters. The second chapter refers to the research approach used. Within it, among other things, the difficulties and limitations in the research and scientific-professional and social implications of the conducted research are presented. The third chapter presents the general findings of the survey for all police agencies, while the fourth chapter presents the survey findings for each individual police agency in terms of representation of women in the overall structure of employees, by rank of police officer and representation of women police officers in managerial positions. The fifth chapter contains concluding remarks with recommendations for police agencies, while the last one presents additional literature and other sources used in the preparation of the publication.

2. Research methodology and its implications

The research target group (sample) was represented by 16 police agencies in BiH. The data collection process was primarily focused on primary data. Obtaining primary data was done in three stages. Within the first stage, quantitative data on women's representation were obtained and the survey covered all police agencies in BiH. Data on the representation of women in the overall structure of employees, in the status of a police officer and in police ranks were obtained.

In the second stage of data collection, a questionnaire with open and closed answers was used, ie qualitative and quantitative data were obtained. In general, the questions from the questionnaire referred to certain aspects of the process of recruiting male/female cadets in police agencies and internal promotion of male/female police officers, as well as other aspects important when it comes to the position of women⁵.

The third stage of data collection was aimed at seeking additional explanations on the basis of data obtained during the first two stages. Therefore, this stage followed the processing and analysis of the data obtained in the initial stages. For the purpose of seeking additional explanations, the method of examination by the technique of structured interview with targeted sampling was used.

In general, in terms of methods of analysis of the obtained data, descriptive analysis and content analysis were used. Therefore, quantitative data were subject to descriptive analysis, while qualitative ones were subjected to content analysis.

The main difficulty in this research was related to the long period of obtaining primary data, especially within the second stage. Although the questionnaire did contain questions that required a large amount of quantitative data, by analyzing the submitted answers and additional clarifications, it was noticed that the police agencies may not keep sufficiently detailed records in every aspect of the work or these records have been created and kept so that their subsequent processing is complicated. Also, the coronavirus epidemic should not be ruled out as a factor that contributed to the data delivery taking somewhat longer.

⁵ Within this stage, the MOI RS did not submit the requested answers to the questions asked.

There were two limitations to this research. The first limitation related to the fact that one police agency did not participate in the research. It is the MOI RS, as the largest part of the police sector in BiH. The participation of this Ministry would qualitatively contribute to an even deeper understanding of the position of women in the police sector. Nevertheless, the realized research sample is adequate so that on the basis of the obtained data, generalizations of a certain degree about the position of women could be performed. The cause of the second limitation is that there were police agencies that did not offer an answer to every question from the questionnaire. The reasons for such actions are not known, but the implications of this will reflect the insight of the objective position of women in individual police agencies and in the police sector in general.

The research, conducted for the purposes of this publication, is the first of that kind in BiH that in a more comprehensive way problematizes the position of women in most police agencies. As such, its scientific and professional implications are numerous. The research approach can be used to create new programs that would perceive the position of women in other public sectors as well. As a result, BiH would finally get as objective a picture as possible about the situation and the position of women in the public sector, which should have the characteristics of good governance⁶. In addition, the findings and results of this research can serve for future research on the role and position of women in police structures, but also as a basis for even deeper research that would focus on its individual aspects.

Regarding the social implications of the research, based on the obtained data and their analysis, the publication offers certain recommendations in order to improve the situation and position of women in police agencies, especially when it comes to the category of police officers. Considering the circumstances in which police agencies operate in BiH and the fact that objective reality may not always place gender equality issues a high priority of each agency, the goal was to offer the most enforceable recommendations, ie those that would not overburden the agencies in their implementation.

⁶ Some of these characteristics are rule of law, transparency, accountability, efficiency, effectiveness, equality, inclusiveness, etc. For more information on the characteristics of good governance, see: United Nations Economic and Social Commission for Asia and the Pacific. What is good governance? [online], available at: <https://www.unescap.org/sites/default/files/good-governance.pdf>

As mentioned above, a drastic change in the situation regarding gender equality is not possible overnight, but it is possible to make a positive contribution to the continuity of the process of improving the position of women in police agencies. This will lead to the realization of one of the modern principles of police work - in order for the police to serve society effectively, it must be a mirror of society.

3. General research findings

3.1. Representation of women in the overall structure of employees

A total of 22,137 people were employed in 16 police agencies⁷. If you look at the average, it would mean that each police agency has about 1,384 employees. The three most populous agencies in BiH are MOI RS, BP BiH and MOI of Sarajevo Canton (MOI CS), which together have almost 50% of the total number of employees in all 16 agencies. On the other hand, the three smallest agencies are PBD BiH, MOI of Bosnian-Podrinje Canton Gorazde (MOI BPC) and MOI of Posavina Canton (MOI PC).

THE LARGEST NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES	THE SMALLEST NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES
MOI RS	6.842	PBD BiH	312
BP BiH	2.238	MOI BPC	226
MOI CS	1.953	MOI PC	203

Table 1 - Police agencies with the most and least employees

Out of the total number of employees in 16 police agencies, almost 20% were women or, numerically, 4,413. Therefore, it can be roughly concluded that the police sector in BiH is halfway in achieving gender equality in accordance with the Law on Gender Equality in BiH. The MOI of the West Herzegovina Canton (MOI WHC) has the highest percentage of women in relation to the total number of employees in the agency, and the DCPB BiH has the lowest.

⁷ It is important to emphasize that the data refer to 01.06.2020. Also, for each individual police agency, the data are presented within the fourth chapter

Highest percentage	%	Lowest percentage	%
MOI WHC	29.7	PBD BiH	14.1
SIPA	26.2	BP BiH	13.9
MOI of Herzegovina-Neretva Canton (MOI HNC)	25.8	DCPB BiH	9.5

Table 2 - Highest and lowest percentage of women in relation to the total number of employees

However, although MOI WHC has the highest percentage of women in relation to the total number of employees, the representation of women holding the rank of police officer in this agency is significantly lower and amounts to 7.2% of the total number of police officers. In other words, 85% of women in MOI WHC are, generally speaking, in the administration, while 15% of them are in the status of a police officer. Looking at the level of all 16 police agencies, the majority of women (66%) are employed in the administration and this shows that serious efforts are needed in order to increase the representation of women holding the rank of police officer. The ratio of women's representation in the administration and holding the rank of police officer is almost equal at the state level, which includes BP BiH, DCPB BiH and SIPA.

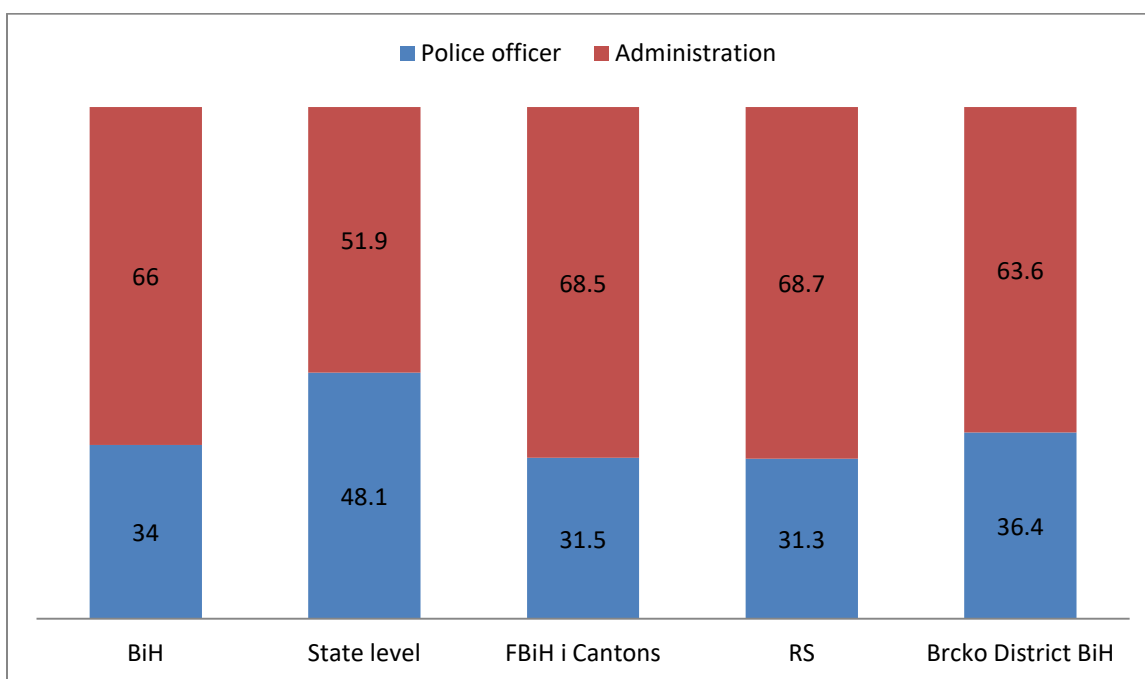


Chart 1 - Ratio of representation of women in the administration and in the rank of a police officer

3.2. Representation of women holding the rank of police officer

According to the obtained data, there were a total of 16,660 police officers in 16 police agencies, or about 75% of the total number of employees. On average, that's about 1,041 police officers per police agency. If the total number of police officers is related to the population, BiH had 508 police officers per 100,000 inhabitants⁸.

For the period from 2016 to 2018, the average of EU member states is 340 police officers per 100,000 inhabitants. The three police agencies with the largest number of police officers are MOI RS, BP BiH and MOI of Tuzla Canton (MOI TC), which together have slightly more than 53% of the total number of police officers in BiH. The MOI PC has the smallest number of police officers.

MOST	NUMBER OF POLICE OFFICERS	LEAST	NUMBER OF POLICE OFFICERS
MOI RS	5.350	PBD BiH	261
BP BiH	2.042	MOI BPC	157
MOI TC	1.479	MOI PC	155

Table 3 - Police agencies with the most and least police officers

Out of the total number of police officers in BiH, 9% were women or, numerically speaking, there were 1,501 women holding the rank of police officer. This means that every 11th police officer in BiH is a woman, while in the EU, it is every 6th. As already pointed out, the percentage of women in relation to the total number of police officers in BiH undoubtedly indicates that domestic police agencies must make additional efforts in the future in order to increase the representation of women holding the rank of police officer. SIPA has the highest percentage of women in relation to the total number of police officers in the agency, and the MOI of the Central Bosnia Canton (MOI CBC) has the lowest.

⁸ The calculation used the United Nations estimate that in BiH, in June 2020, the population was 3,280,819.

Highest representation percentage	%	Lowest representation percentage	%
SIPA	15.7	MOI HNC	6.2
FPA	10.5	PBD BiH	6.1
MOI TC and MOI CS	10.2	MOI CBC	5.7

Table 4 - Highest and lowest percentage of women in relation to the total number of police officers

According to Kristina Jozic, president of the "Police Women's Network" Association, the reason why SIPA has a higher percentage of women holding the rank of police officers compared to other police agencies is that the management of this agency is committed to gender equality issues by taking concrete measures. One of the measures involved the appointment of gender focal point. As she points out, *"the appointment of gender focal point in this Agency is not only about appointing and attending meetings, as it usually is, but the appointed persons have taken concrete measures and actions in accordance with their function in terms of monitoring and analyzing the situation in this area , which has contributed to the increase in the number of women in general and in certain higher ranks, but also to raising awareness of gender equality and creating an environment of mutual respect and non-discriminatory work environment"*⁹.

In addition, during 2016, SIPA conducted an analysis of the situation in the field of gender issues with regard to women police officers. Specific problems were identified and Recommendations for Action to overcome these problems were made. The implementation of the Recommendations contributed to the inclusion of training on gender equality and discrimination in the annual curricula as mandatory for all employees, more active use of gender-sensitive language, encouraging women to apply for internal and external announcements and applying appropriate affirmative action measures¹⁰.

⁹ Interview with Kristina Jozic conducted on February 1, 2021 in East Sarajevo

¹⁰ Ibid.

3.2.1. Representation of women in police ranks

In addition to the fact that police agencies in BiH face the problem of insufficient representation of women holding the rank of police officer, the analysis of the representation of women police officers in police ranks shows that they are mostly holding the lowest police ranks. For example, with the exception of the RS MOI, in the remaining 15 police agencies, 62% of women police officers holding the two lowest police ranks - the rank of women police officer (45%) and the rank of senior police officers (17%)¹¹. The third police rank, in which women police officers are most represented in these 15 police agencies, is the rank of junior inspector (16%). Interestingly, the ranks of police officer/junior police officer [Republika Srpska (RS)] and junior inspector are the initial police ranks when accessing the police agency, ie the only ranks for which open competitions are announced for the recruitment of new police officers¹².

Also, in these 15 police agencies, it is noticeable that the representation of women police officers is drastically declining in the category of senior police ranks¹³. Thus, for example, the percentage of decrease in the representation of women police officers from the rank of junior inspector to the rank of chief inspector averages 63%, and is most evident between the ranks of independent inspector and chief inspector (82%). By the way, out of 15 police agencies, only in the BP BiH had 2 women police officers in the rank of chief inspector. There were no women police officers in the ranks of general and chief inspector general of police. These indicators point to the conclusion that police agencies in BiH don't only have a problem with the underrepresentation of women holding the rank of police officer, but also that police officers face difficulties in professional advancement.

¹¹ The RS MOI is excluded for a reason, because the police ranks in the RS MOI are somewhat different from the police ranks in the remaining 15 police agencies, which are harmonized. For more information, see the Laws on Police Officers in BiH and the Law on Police and Internal Affairs of the Republika Srpska ("Official Gazette of the RS", No. 57/2016, 110/2016, 58/2019 and 82/2019).

¹² Although certain aspects of the general conditions for candidates may differ in the existing laws in BiH, the similarity is that the candidate must have an adequate level of education depending on the level at which he / she accesses the police agency. Thus, in order for a person to acquire the rank of police officer / junior police officer (RS), one of the general conditions is that he must have at least high school education, while for the rank of junior inspector he must have a diploma from a higher education institution.

¹³ Senior police ranks (from lowest to highest): junior inspector, inspector, senior inspector, independent inspector, chief inspector (highest rank that a police officer can acquire during his career), inspector general (police rank assigned to appointed commissioners at the cantonal level or deputies) directors in other police agencies) and the Inspector General (police rank assigned to elected directors of police agencies). Upon completion of the term of office of the Police Commissioner / Deputy Director and the Director of the Police Agency, the person returns to the rank in which he / she was before the appointment (rank of Chief Inspector).

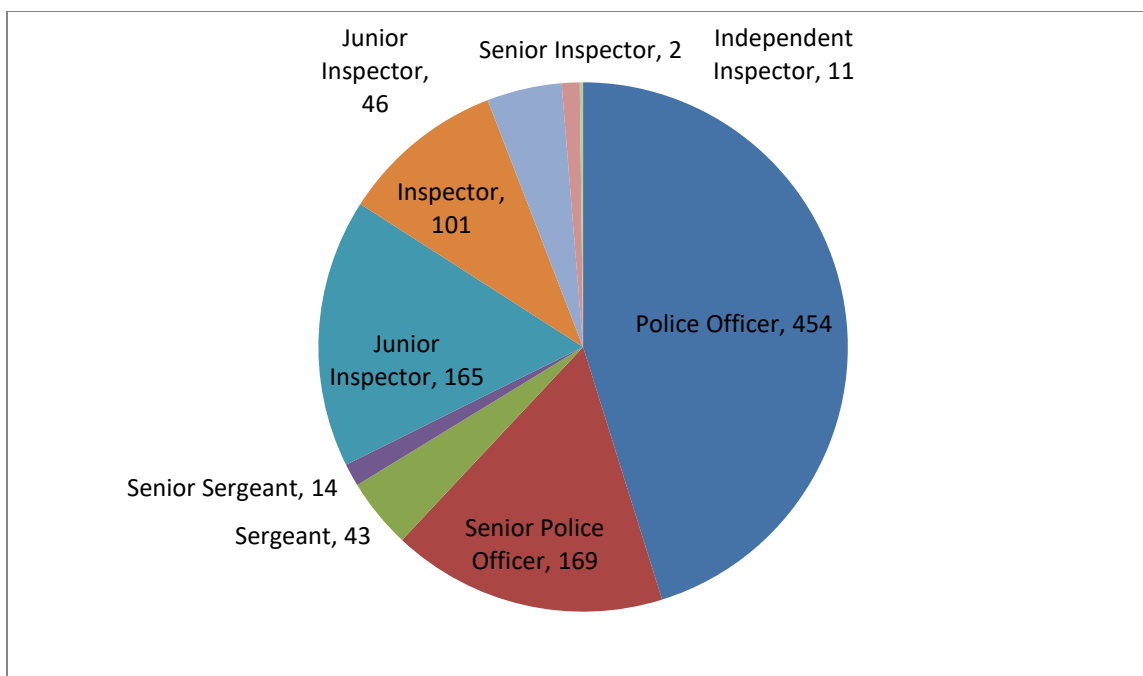


Chart 2 - Numerical representation of women in police ranks in 15 police agencies in BiH

3.2.2. Representation of women police officers in managerial positions

Difficulties in the professional advancement of women police officers are also reflected in their representation in senior police positions. According to available data,¹⁴ 10 of the 15 police agencies had women police officers in managerial positions¹⁵. Out of a total of 474 police officers in management positions in 10 police agencies, 7% were women. The highest percentage of women police officers in managerial positions was held by MOI TC and MOI Una-Sana Canton (MOI USC) (10%), and the least by PBD BiH, MOI WHC and MOI CS (4%).

¹⁴ The data refer to the second stage of data collection. As already pointed out, the RS MOI did not participate in this stage of the research

¹⁵ There were no women police officers in managerial positions in the MOI of Zenica-Doboj Canton (MOI ZDC), MOI of Herzegovina-Neretva Canton (MOI HNC), MOI BPC, MOI PC and DCPB BiH. Apart from MOI ZDC, it is not known how many women police officers are in managerial positions in the remaining four police agencies.

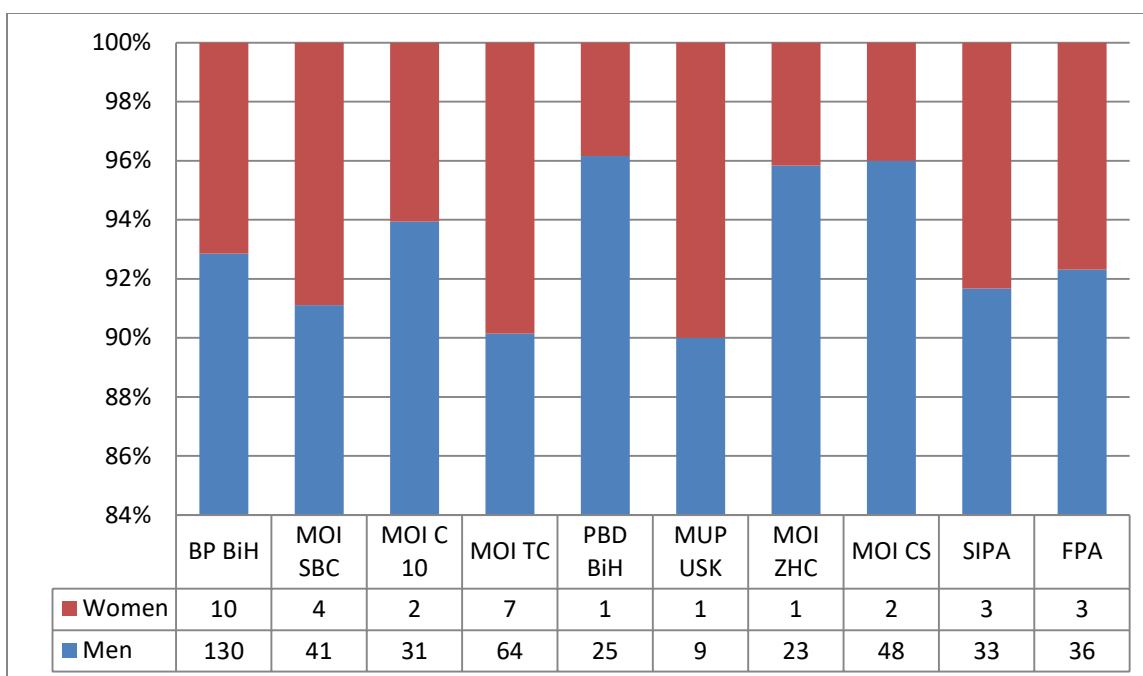


Chart 3 - Representation of police officers in management positions

3.3. Other aspects of women's representation and position

3.3.1. The process of recruiting new male/female police officers

Taking into account that the representation of women holding the rank of police officer was 9%, one focus of the research interest was to determine the extent to which women apply in open competition for the recruitment of new police officers. The survey sought to cover the last five competitions for the ranks of male/female police officer and female/male junior inspector in 15 police agencies. According to available data, the percentage of women enlisted for public competition for the rank of police officer, in relation to the total number of registered candidates, varies between 4% and 19%. Regarding the rank of junior inspector, this percentage varies between 12% and 29%¹⁶.

¹⁶ Note: Taking into account that this is a large amount of quantitative data that had to be processed and submitted in the questionnaire for the two mentioned police ranks, police agencies provided data depending on their availability and in accordance with the internal capabilities of each agency. Therefore, the presented analysis does not include all police agencies, but not necessarily the data for the last five conducted public announcements.

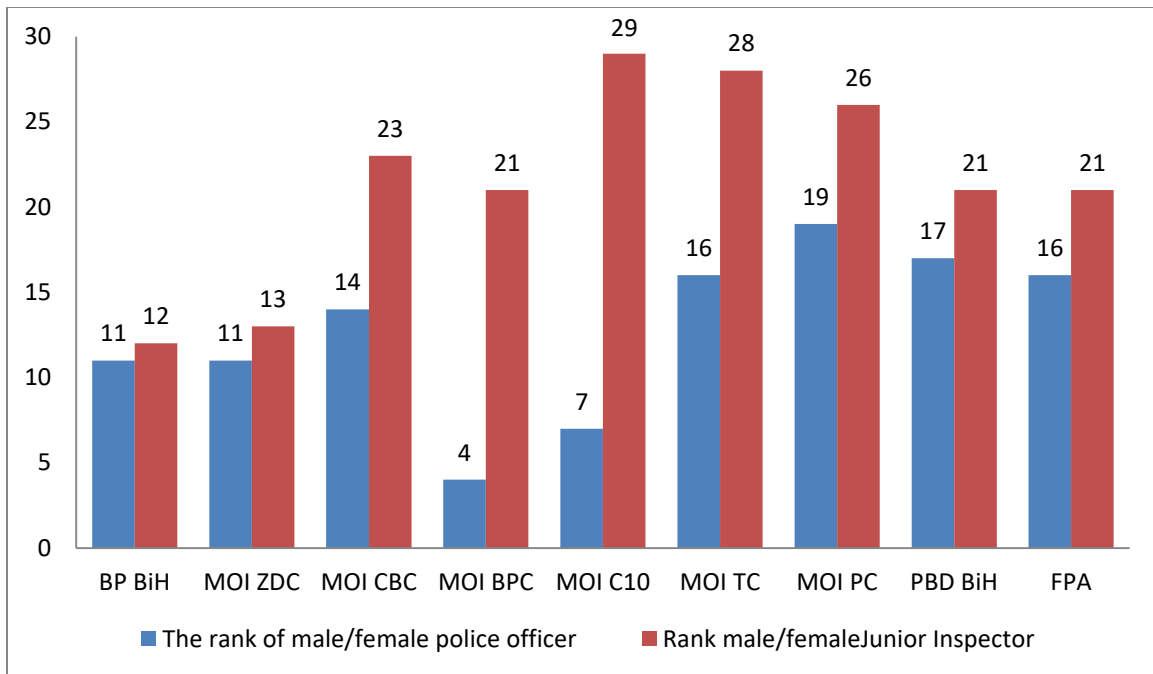


Chart 4 - Percentage of women's representation in relation to the total number of enlisted candidates on open competitions for the ranks of police officer and junior inspector

When it comes to the gender structure of recruited cadets in the rank of male/female police officer, the analysis of the obtained data shows that the representation of women varies between 7% and 23%. Regarding the rank of junior inspector, this representation varies between 7% and 60%.

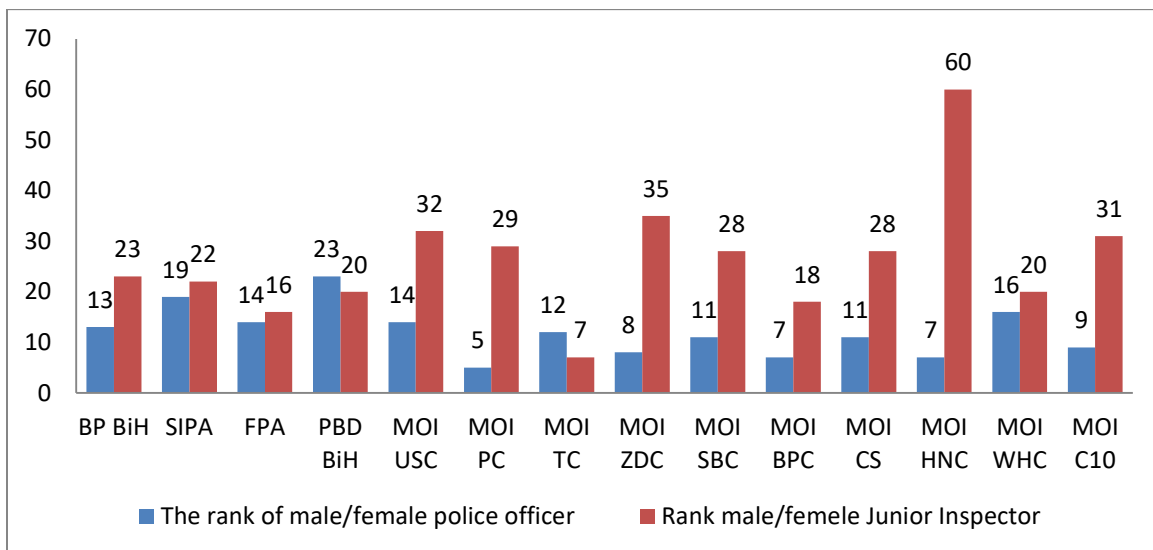


Chart 5 - Percentage of women representation in relation to the total number of recruited male/female cadets in public announcement for the ranks of police officer and junior inspector

Although the previous analysis should be taken with a dose of reserve for the reasons already mentioned (see footnote 19), it provides some indications. Women show greater interest in applying for the rank of junior inspector compared to the rank of a police officer, but also that those women who applied for the rank of junior inspector are more likely to be accepted into the police ranks.

Furthermore, out of 11 police agencies, which provided sufficient data that allowed a somewhat more detailed analysis, in 7 of them (64%) there is a noticeable decrease in the number of enlisted female candidates for the recruitment of new police officers in the rank of police officer in the period from the first to the last open competition for which data were submitted. Regarding the rank of junior inspector, out of eight police agencies, five of them (63%) have noticed an increase in the number of enlisted female candidates for the recruitment of new male/female police officers. Police agencies, which record an increase in the number of enlisted female candidates for the ranks of male/female police officers and male/female junior inspectors, are MOI CBC, MOI BPC and PBD BiH.

When it comes to announcing the recruitment of new police officers, police agencies do so through daily newspapers distributed in BiH, and almost all agencies publish announcements on their official websites - according to available data, only MOI HNC did not publish recruitment announcements through its own website¹⁷. None of the police agencies used any of the available social networks to announce the recruitment of new police officers¹⁸.

Also, out of the 14 police agencies that provided data, only SIPA used the so-called affirmative measures to encourage women to apply for open competitions for the recruitment of new police officers during all competitions, and the DCPB BiH on some of them. These affirmative measures meant that, in the textual content of the open competition, there were formulations such as: "In the event that a large number of candidates tested achieve the same number of points, the

¹⁷ Laws on police officials in BiH stipulate that vacancy announcements are published in at least two or three daily newspapers distributed throughout BiH.

¹⁸ On the other hand, according to the information from the Digital Global report for January 2021, in BiH 55% of the population uses social networks, and the analysis of previous reports found that this percentage is continuously growing. Also, according to the report, users in BiH mostly use Facebook and other platforms and services related to this social network (eg, Instagram, Facebook Messenger). Digital Global report for BiH available at: <https://datareportal.com/reports/digital-2021-bosnia-and-herzegovina>.

Commission will give preference to the female candidates" or "In the case of equal qualifications and results achieved, female candidates will have priority”¹⁹.

In order to ensure fairness, transparency and quality of the recruitment process, as stated in the laws on police officials in BiH, a Selection Commission is appointed to conduct an open competition for the recruitment of new police officers. The selection commissions mainly consist of five members, out of which three members are police officers and two are mostly civil servants²⁰. According to available data from 14 police agencies, in the selection commissions for conducting open competitions for the ranks of police officers and junior inspectors, women were represented on average by only 23%.

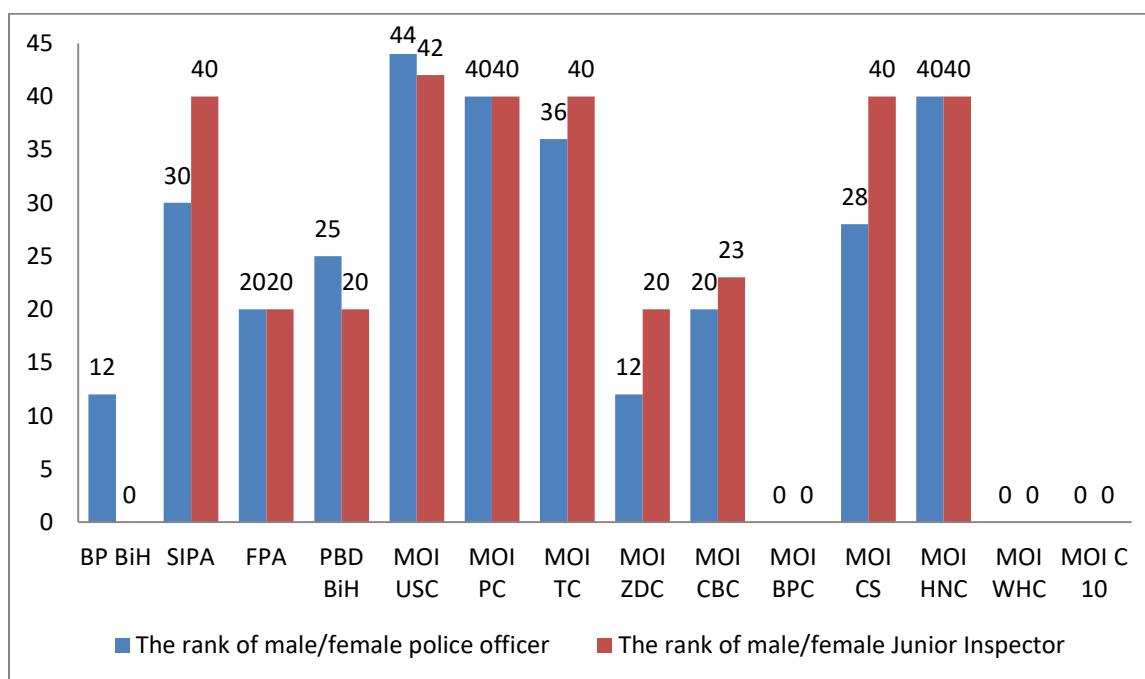


Chart 6 - Percentage of women's representation in selection commissions in conducting open competitions for the recruitment of new police officers in the ranks of police officers and junior inspectors

¹⁹ The application of so-called affirmative or special measures is prescribed by Article 8 of the Law on Gender Equality in BiH, which states: “Special measures are introduced temporarily in order to achieve real gender equality and are not considered discrimination, including norms, criteria or practices that can be objectively justified by legitimate objective, and must be proportionate, appropriate and necessary.

²⁰ In the laws on police officers in BiH, there are certain differences regarding the conditions and composition of selection commission. For example, somewhere police officers, who should be members of the selection commission, must have at least the rank of senior inspector, and somewhere at least the rank of independent inspector.

3.3.2. The process of promotion of women police officers

Fourteen police agencies submitted data on internal announcements for the promotion of police officers. Internal announcements for promotion were advertised for the rank of senior police officers to the rank of chief inspector²¹. Out of a total of 2,430 police officers who applied for internal promotional announcements,²² only 11% were women. Aggregate data from police agencies show that the highest number of women police officers, applies for internal announcements for promotion in SIPA, and the lowest in PBD BiH.

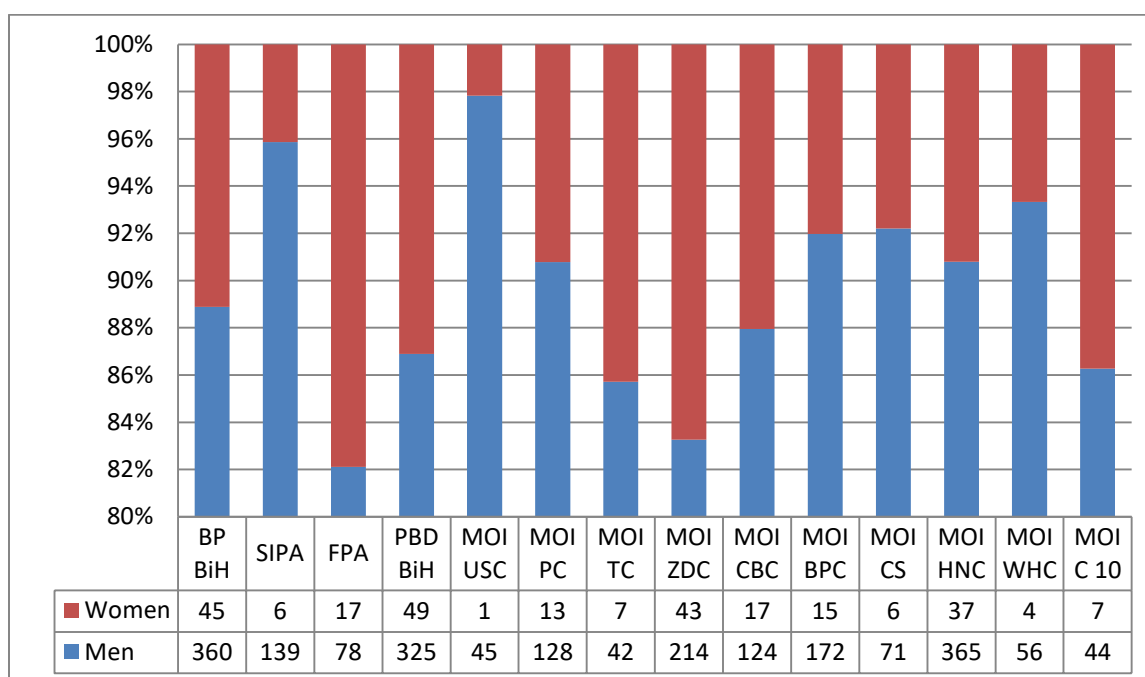


Chart 7 - Gender structure of police officers applied on the internal promotion announcement

According to available aggregate data, a total of 830 police officers were promoted throughout internal advertisements, out of which almost 11% were women. Most of the police officers were promoted in MOI BPC, while they were not promoted at all in the BiH PBD.

²¹ Because individual police agencies submitted aggregate data for certain internal promotion advertisements, which related to multiple police ranks, it was impossible to analyze the reporting of police officers for each specific rank.

²² The research sought to collect data on the last five internal advertisements for the promotion of police officers. Out of the 14 police agencies, 2 agencies provided data for less than the last five internal promotion announcement.

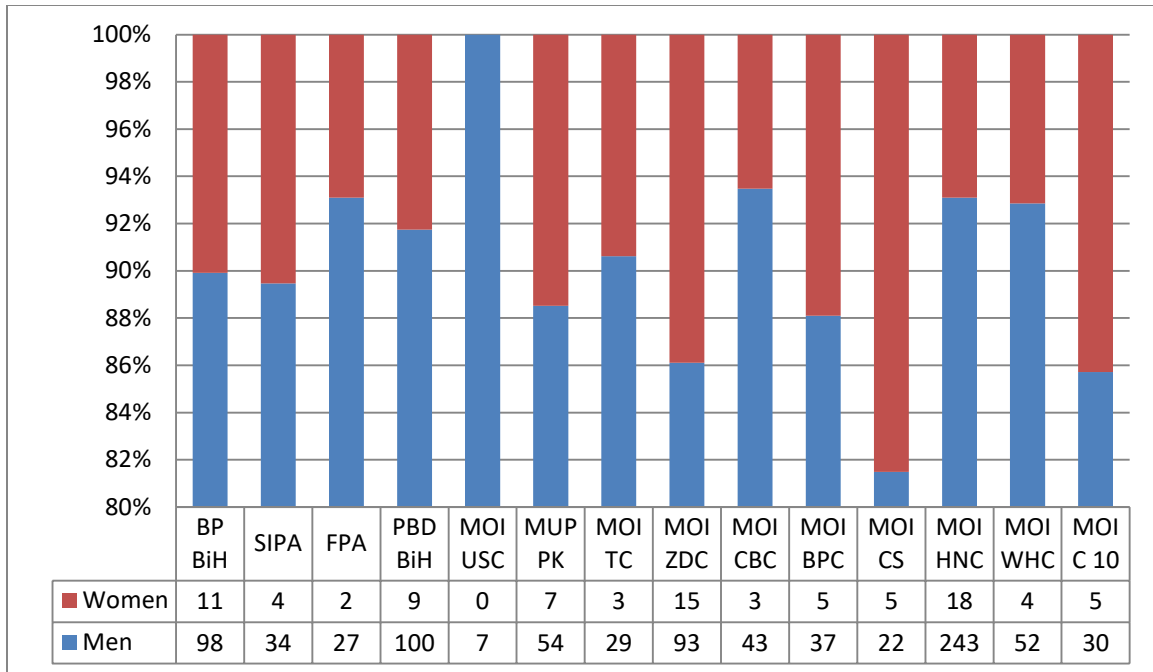


Chart 8 - Gender structure of promoting police officers throughout internal promotion ads

If all aggregate data on the number of applied women police officers on the internal promotion announcement and the number of promoted women police officers are linked, the chance that a women police officer will be promoted is 34%. Women police officers have the greatest chance to be promoted in the MOI WHC, and judging by the statistical indicators, they have no chance in the PBD BiH.

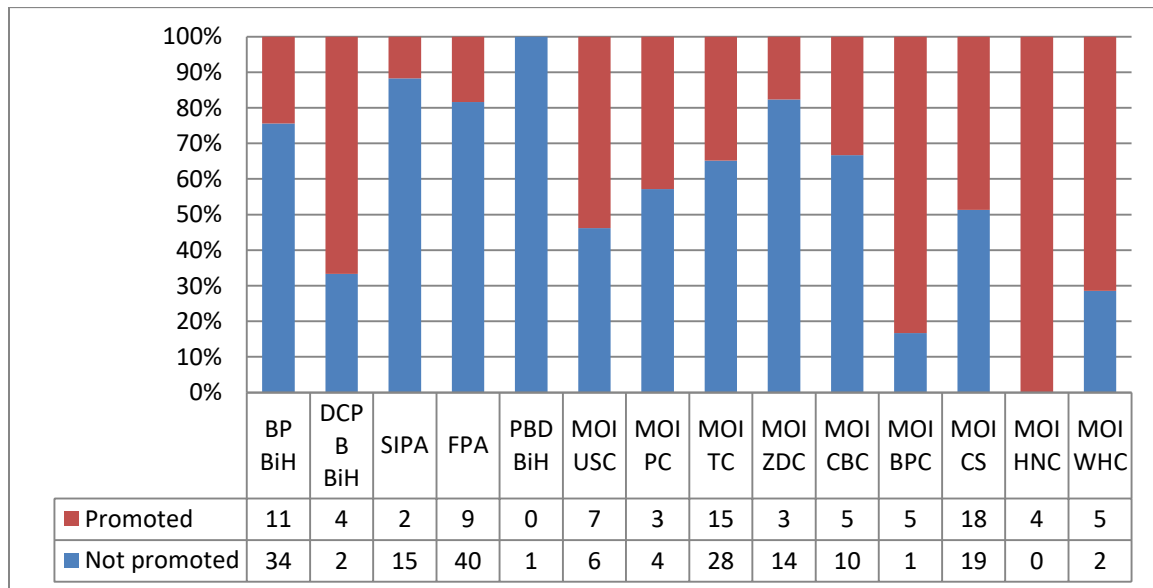


Chart 9 - Probability of promotion of women police officers through internal promotion ads

As with the recruitment of new police officers, the survey also sought to find out, in terms of internal improvements, whether police agencies use certain affirmative action measures. Out of the 15 police agencies, 13 provided data on this issue as requested. Only SIPA used affirmative action measures for all internal promotion announcements (during the last five internal announcements). As with the recruitment of new police officers, the affirmative action implied that the text of the internal announcements contained the wording: *"In the case of equal qualifications, females will have priority"*.

When it comes to the established selection commissions for the promotion of male/female police officers, out of 15 police agencies, 13 of them submitted data²³. According to these data, the commissions have three, four or seven members (SIPA), while most police agencies have three members (9 out of 13 police agencies). In eight police agencies, women were not involved in any way in the work of promotion commissions, while there were only three police agencies that always had women represented in promotion commissions (SIPA, MOI PC and MOI ZDC). The remaining two police agencies had women represented in the work of only one promotion commission (FPA and MOI USC).

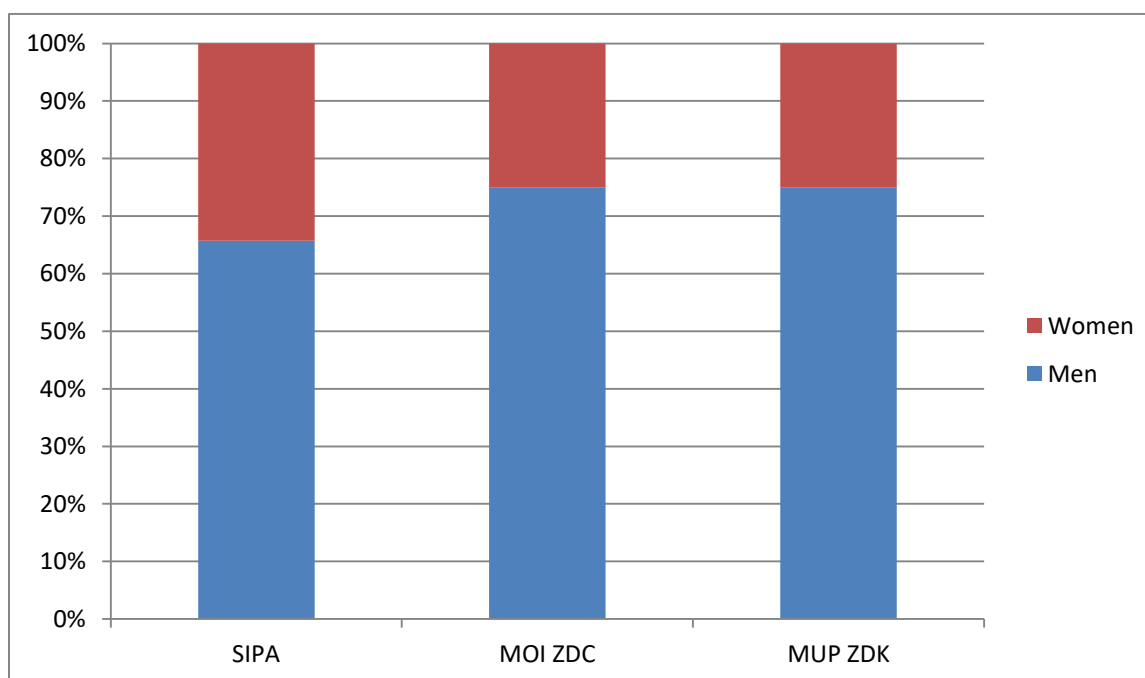


Chart 10 - Gender structure of members of promotion commissions on the last five internal promotion announcement

²³ Data were not provided by MOI HNC and MOI ZHC.

3.3.3. The process of additional training (professional development) of women police officers

The research also included the representation of women police officers in additional training during the period 2018, 2019 and 2020. Out of a total of 16 police agencies, which was a research sample, 8 provided complete data²⁴.

Aggregate data show that there were a total of 22,688 training participants, in which 11% of women police officers participated.

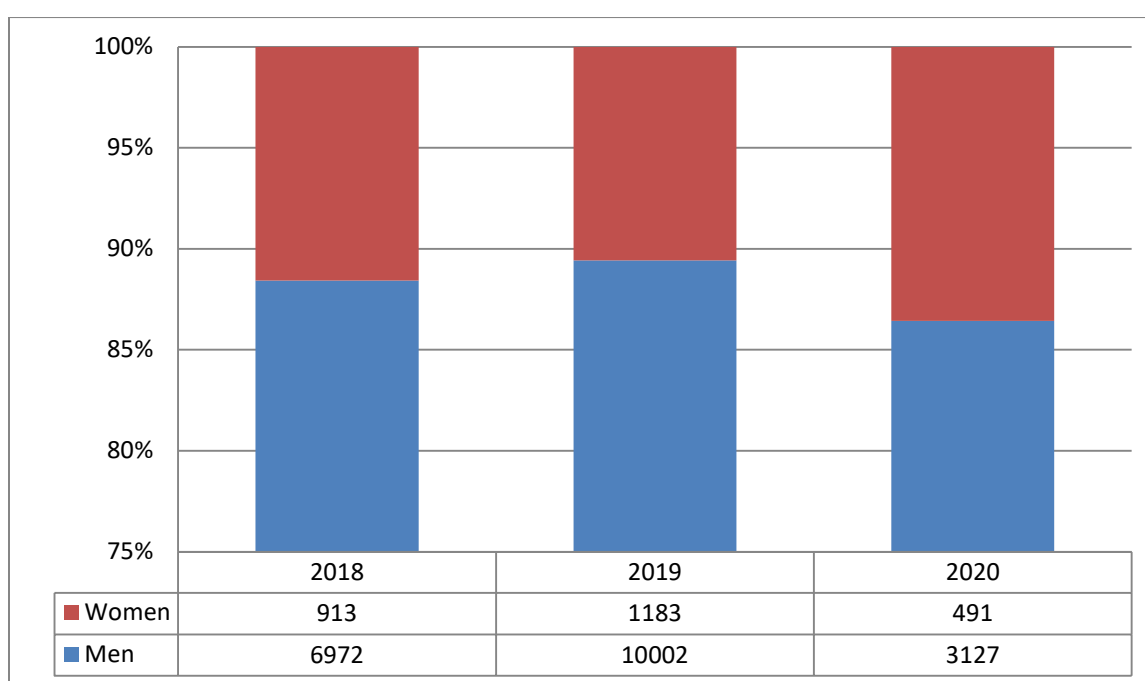


Chart 11 - Gender structure of training participants by years²⁵

Although in 2020 there was a nearly 70% drop in the total number of training participants compared to the year before, which can be explained by the outbreak of the coronavirus

²⁴ Apart from the RS MOI not participating in this stage of the survey, five police agencies did not provide data on this aspect (FPA, PBD BiH, MOI PC, MOI ZDC and MOI HNC). Two police agencies provided incomplete data (BiH BP and MOI C10). BP BiH did not provide data on the number of women police officers who participated in additional training during 2018, while MOI C10 did not provide data on the total number of participants for the period that was the subject of the survey (t.w., only data on the number of participants). Therefore, the analysis presented in this chapter includes eight police agencies that submitted complete data and the BP BiH for 2019 and 2020.

²⁵ NOTE: 2018 refers only to eight police agencies that submitted complete data. For the next two years, the data of the BP BiH are also included.

epidemic in BiH, there was a slight increase in the percentage of women police officers' participation.

If viewed individually by police agencies, and in relation to the gender structure of training participants, women police officers were the most represented in SIPA (23%), and the least in the MOI CS (9%).

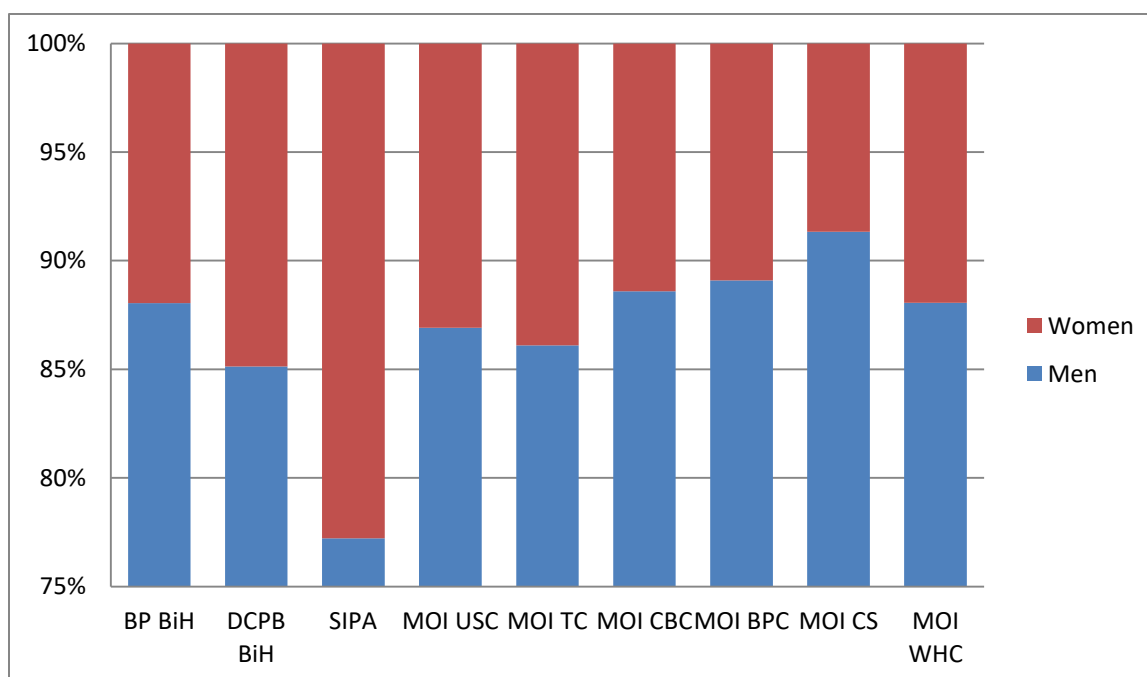


Chart 12 - Gender structure of training participants by police agencies for 2018, 2019 and 2020²⁶

When considering the existence of internal databases on additional training that police officers have undergone, in 12 out of 14 police agencies it exist, while the MOI PC does not have such a database²⁷. At SIPA, the situation is somewhat more specific, judging by the explanation provided with the data, because this agency has an integrated database of trainings that all employees have gone through. Within this database, it is not possible to perform the option of separation by employee categories. However, in this database, it is possible to categorize training participants by gender. As far as other police agencies are concerned, the categorization of participants (police officers) by training can only be done by BP BiH, DCPB BiH, PBD BiH, MOI TC and MOI CBC.

²⁶NOTE: Data for BP BiH refer to 2019 and 2020.

²⁷ The FPA did not provide data

3.4. Organizational capacities and activities for sex and gender issues

3.4.1. Existence of a gender focal point

A gender focal point is a person who is responsible “to bundle and synthesize information, knowledge, ideas and activities relating to gender and to disseminate these among colleagues across the whole organization”²⁸. Therefore, the gender contact person is the main person within a particular organization who deals with gender mainstreaming²⁹ strategy and capacity building among other employees in order to include gender in organizational work.

The research findings show that, out of the 15 police agencies that provided data, only 6 (40%) have a gender focal point(s) in their ranks. These are DCPB BiH, SIPA, MOI CBC, MOI BPC, MOI HNC and MOI WHC. They generally have one gender focal point, while only SIPA has three such persons.

3.4.2. Existence of a program of measures for achieving gender equality

Fourteen police agencies provided an answer to the question about the existence of a program of measures aimed at achieving gender equality³⁰. Although the Law on Gender Equality of BiH (“Official Gazette of BiH”, number: 16/03, 102/09 and 32/10) requires the adoption of such a program of measures, only three police agencies have it (SIPA, FPA and MOI HNC)³¹.

²⁸ ²⁸(2018, Sep.). Anna Holthaus: What is a Gender Focal Point?. [Online]. Available at: <http://gender-chemicals.org/what-is-a-gender-focal-point>, [accessed 22.12.2020].

²⁹ As explained in the Gender Equality Policy of the Ministry of Defense of BiH and the Armed Forces of BiH from 2019, gender mainstreaming is the introduction of gender equality in all aspects, ie it is “the process of assessing the impact on women and men of all planned activities, including the legal framework, policies and programs, in all areas of social action and at all levels”(pp. 4-5). Gender Equality Policy of the Ministry of Defense of BiH and the Armed Forces of BiH from 2019 available at: <http://www.mod.gov.ba/afoto2016/Politika%20rodne%20ravnopravnosti%20B.pdf>.

³⁰ The data were not submitted by the DCPB BiH

³¹ According to Article 24, paragraph (2), of the Law on Gender Equality of BiH (“Official Gazette of BiH”, No. 16/03, 102/09 and 32/10), an integral part of such a program of measures includes, but is not limited to:

- a) analysis of the gender situation in a particular area;
- b) implementation of adopted state policies through action plans for gender equality;
- c) measures to eliminate perceived gender inequalities in a particular area

State Investigation and Protection Agency (SIPA)	Federal Police Administration
1) Harmonization of bylaws with domestic and international standards regarding gender equality.	1) Adopted Human Resources Management Strategy for the period 2019 - 2024, which, among other things, considers the unfavorable age and gender structure of police officers.
2) Application of gender sensitive language in practice and in the adoption of bylaws ³²	1.1) Adoption of annual action plans based on the Strategy.
3) Gender focal point prepares regular semi-annual and annual reports on gender representation in the Agency.	2) Some of the measures of the first annual action plan:
4) Use of special, affirmative measures in open competitions for the recruitment of new police officers and internal announcements for promotion.	a) Taking special measures to increase the percentage of women police officers;
5) In the annual training plans, regular trainings on gender equality for all employees are included.	b) Conducting media campaigns, public appearances and broadcasts on appropriate media platforms on work and working conditions in FPA in order to attract candidates
	c) Through public appearances and special media broadcasts on work and working conditions in the Federal Police Administration, transparent competitions, etc., to affirm young, professional and educated staff to apply for competitions in the Police Administration.

Table 5 - Programs of measures for achieving gender equality in SIPA and FPA

3.4.3. Keeping statistics classified by gender

When asked about keeping statistics classified by gender, out of 15 police agencies, 10 of them keep such statistics. According to the submitted data, five cantonal ministries of interior do not keep such statistics, and they include MOI CBC, MOI BPC, MOI TC, MOI PC and MOI WHC. However, the data provided by MOI CBC and MOI TC do not correspond to the data on the existence of internal databases on additional training that police officers have undergone and the possibilities of their categorization by gender.³³ The two mentioned ministries confirmed the existence of such internal databases, as well as the possibility of their categorization by gender, which would then mean that, nevertheless, they keep statistics classified by gender to a certain extent.

³² When adopting bylaws, a provision is stated which reads approximately "*Terms given in one grammatical gender, without discrimination refer to men and women*".

³³ See section 3.3.3. The process of additional training (professional development) of women police officers, paragraph 5

Since there is a discrepancy in the submitted data for the two mentioned ministries and as the research did not enter into a subsequent search for clarification for the submitted data and relations between them, keeping statistics classified by gender remains a problem for three agencies (MOI BPC, MOI PC and MOI WHC).

3.4.4. Official use of gender sensitive language

One of the research questions also referred to the official use of gender-sensitive language in police agencies³⁴. Out of 15 police agencies, MOI CS did not give an answer in accordance with the modalities of the provided answers, but a comment was submitted in the field provided for that³⁵. Out of the remaining 14 police agencies, 7 do not have gender-sensitive language in official use. These agencies are BP BiH, DCPB BiH, MOI ZDC, MOI HNC, MOI TC, MOI PC and MOI USC. In addition to the answer, an interesting comment was provided by the FPA, which states that the use of gender-sensitive language in official communication (verbal addressing) and correspondence is on the rise, but that gender-insensitive language still predominates³⁶.

³⁴ For the purposes of the research, the question from the questionnaire was: "Is gender-sensitive language in official use in your institution? For example, is the term "inspector" used in official communication or correspondence for a female police officer in the rank of "inspector"?"

³⁵ Original comment: "The police body promotes equal representation of women and men in the structure of police officers, provided that in laws and bylaws, the grammatical terminology used by the masculine gender implies the inclusion of both sexes."

³⁶ Original comment: "Every adopted internal regulation or act of a general nature implies linguistic terminology that includes both sexes. When adopting individual acts (decisions, decisions, beliefs, etc.)

4. Review of women's representation by police agencies

4.1. BP BiH

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%Ž	Total	M	W	%W
196	66	130	66.3	2042	1862	180	8.8	2238	1928	310	13.9

Table 6 - Number and gender structure of all employees in BP BiH

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	125	9.5
Senior Police Officer	14	7.4
Sergeant	2	1.9
Senior Police Officer	14	0
Junior Inspector	2	14.9
Inspector	11	13.1
Senior Inspector	8	9.1
Independent Inspector	1	1.9
Chief Inspector	2	15

Table 7 - Representation of women police officers by rank in the BP BiH

Total number of male/ police officers in managerial positions	Number of Women	% Women
140	10	7.1

Table 8 - Total number and gender structure of male/ police officers in managerial positions in the BP BiH

4.2. DCPB BiH

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
846	743	103	12.2	789	737	52	6.6	1635	1480	155	9.5

Table 9 - Number and gender structure of all employees in DCPB BiH

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	35	8.6
Senior Police Officer	13	4.9
Sergeant	2	6.5
Senior Police Officer	1	3.6
Junior Inspector	1	7.7
Inspector	0	0
Senior Inspector	0	0
Independent Inspector	0	0
Chief Inspector	0	0

Table 10 - Representation of women police officers by rank in the DCPB BiH

4.3. SIPA

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
204	92	112	54.9	559	471	88	15.7	763	563	200	26.2

Table 11 - Number and gender structure of all SIPA employees

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	2	4.7
Senior Police Officer	9	20.9
Sergeant	2	5.9
Senior Police Officer	0	0
Junior Inspector	25	22.2
Inspector	31	23.3
Senior Inspector	17	17.2
Independent Inspector	2	5.9
Chief Inspector	0	0

Table 12 - Representation of women police officers by rank in SIPA

Total number of male/ police officers in managerial positions	Number of Women	% of Women
36	3	8.3

Table 13 - Total number and gender structure of police officers in managerial positions in SIPA

4.4. FPA

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
191	103	88	46.1	515	461	54	10.5	706	564	142	20.1

Table 14 - Number and gender structure of all employees in FPA

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	9	14.5
Senior Police Officer	4	6.1
Sergeant	10	16.4
Senior Police Officer	2	3.3
Junior Inspector	12	13.3
Inspector	8	8.9
Senior Inspector	6	11.8
Independent Inspector	3	12
Chief Inspector	0	0

Table 15 - Representation of women police officers by rank in the FPA

Total number of male/ police officers in managerial positions	Number of Women	% of Women
39	3	7.7

Table 16 - Total number and gender structure of police officers in managerial positions in the FPA

4.5. MOI RS

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
1492	405	1087	72.9	5350	4854	496	9.3	6842	5259	1583	23.1

Table 17 - Number and gender structure of all employees in MOI RS

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	54	10.3
Senior Police Officer	49	21.2
Sergeant	43	18.9
Senior Police Officer	69	13.2
Junior Inspector	16	0.8
Inspector	55	13.5
Senior Inspector	41	14.2
Independent Inspector	105	18.6
Chief Inspector	60	18.1
Police Officer	4	4

Table 18 - Representation of police officers by rank in the MOI RS

4.6. PBD BiH

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
51	23	28	54.9	261	245	16	6.1	312	268	44	14.1

Table 19 - Number and gender structure of all employees in PBD BiH

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	4	20
Senior Police Officer	3	5.9
Sergeant	0	0
Senior Police Officer	2	5.9
Junior Inspector	5	9.1
Inspector	1	3.9
Senior Inspector	1	7.7
Independent Inspector	0	0
Chief Inspector	0	0

Table 20 - Representation of women police officers by rank in PBD BiH

Total number of male/ police officers in managerial positions	Number of Women	% of Women
26	1	3.8

Table 21 - Total number and gender structure of police officers in managerial positions in PBD BiH

4.7. MOI USC

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
245	116	129	52.7	813	744	69	8.5	1058	860	198	18.7

Table 22 - Number and gender structure of all employees in MOI USC

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	33	10.3
Senior Police Officer	15	8.9
Sergeant	5	6
Senior Police Officer	4	5.1
Junior Inspector	7	11.4
Inspector	3	5.8
Senior Inspector	1	2.8
Independent Inspector	1	12.6
Chief Inspector	0	0

Table 23 - Representation of women police officers by rank in MOI USC

Total number of male/ police officers in managerial positions	Number of Women	% of Women
10	1	10

Table 24 - Total number and gender structure of police officers in managerial positions in MOI USC

4.8. MOI PC

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
48	14	34	70.8	155	143	12	7.7	203	157	46	22.7

Table 25 - Number and gender structure of all employees in MOI PC

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	2	8.3
Senior Police Officer	6	14.3
Sergeant	0	0
Senior Police Officer	0	0
Junior Inspector	4	25
Inspector	0	0
Senior Inspector	0	0
Independent Inspector	0	0
Chief Inspector	0	0

Table 26 - Representation of police officers by rank in MOI PC

4.9. MOI TC

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
452	242	210	46.5	1479	1328	151	10.2	1931	1570	361	18.7

Table 27 - Number and gender structure of all employees in MOI TC

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	62	14.6
Senior Police Officer	35	7.9
Sergeant	6	2.9
Senior Police Officer	0	0
Junior Inspector	27	17.6
Inspector	17	16
Senior Inspector	3	5.8
Independent Inspector	1	4.2
Chief Inspector	0	0

Table 28 - Representation of women police officers by rank in MOI TC

Total number of male/ police officers in managerial positions	Number of Women	% of Women
71	7	9.9

Table 29 - Total number and gender structure of police officers in managerial positions in MOI TC

4.10. MOI ZDC

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
184	56	128	69.6	1053	962	91	8.6	1237	1018	219	17.7

Table 30 - Number and gender structure of all employees in MOI ZDC

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	36	3.4
Senior Police Officer	21	2
Sergeant	7	0.7
Senior Police Officer	1	0.1
Junior Inspector	13	1.2
Inspector	11	1
Senior Inspector	2	0.2
Independent Inspector	0	0
Chief Inspector	0	0

Table 31 - Representation of women police officers by rank in MOI ZDC

Total number of male/ police officers in managerial positions	Number of Women	% of Women
70	0	0

Table 32 - Total number and gender structure of police officers in managerial positions in MOI ZDC

4.11. MOI CBC

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
321	173	148	46.1	804	758	46	5.7	1125	931	194	17.2

Table 33 - Number and gender structure of all employees in MOI CBC

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	19	7
Senior Police Officer	9	6
Sergeant	4	3
Senior Police Officer	1	1
Junior Inspector	8	11
Inspector	3	8
Senior Inspector	1	3
Independent Inspector	1	6
Chief Inspector	0	0

Table 34 - Representation of women police officers by rank in MOI CBC

Total number of male/ police officers in managerial positions	Number of Women	% of Women
45	4	8.9

Table 35 - Total number and gender structure of police officers in managerial positions in MOI CBC

4.12. MOI BPC

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
69	41	28	40.6	157	143	14	8.9	226	184	42	18.6

Table 36 - Number and gender structure of all employees in MOI BPC

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	2	6.1
Senior Police Officer	6	13.3
Sergeant	0	0
Senior Police Officer	1	5.9
Junior Inspector	4	44.4
Inspector	1	9.1
Senior Inspector	0	0
Independent Inspector	0	0
Chief Inspector	0	0

Table 37 - Representation of women police officers by rank in MOI BPC

4.13. MOI CS

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
537	256	281	52.3	1416	1272	144	10.2	1953	1528	425	21.8

Table 38 - Number and gender structure of all employees in MOI CS

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	79	13.8
Senior Police Officer	21	7.5
Sergeant	3	3.4
Senior Police Officer	1	1
Junior Inspector	28	13.8
Inspector	7	8.9
Senior Inspector	3	5.1
Independent Inspector	2	7.7
Chief Inspector	0	0

Table 39 - Representation of women police officers by rank in MOI CS

Total number of male/ police officers in managerial positions	Number of Women	% of Women
50	2	4

Table 40 - Total number and gender structure of police officers in managerial positions in the MOI CS

4.14. MOI HNC

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
330	111	219	66.4	680	638	42	6.2	1010	749	261	25.8

Table 41 - Number and gender structure of all employees in MOI HNC

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	31	8.9
Senior Police Officer	3	1.7
Sergeant	0	0
Senior Police Officer	0	0
Junior Inspector	5	20
Inspector	2	5.9
Senior Inspector	1	6.7
Independent Inspector	0	0
Chief Inspector	0	0

Table 42 - Representation of police women officers by rank in MOI HNC

4.15. MOI WHC

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
173	62	111	64.2	265	246	19	7.2	438	308	130	29.7

Table 43 - Number and gender structure of all employees in MOI WHC

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	9	1
Senior Police Officer	1	9.1
Sergeant	2	10.5
Senior Police Officer	1	1.6
Junior Inspector	2	2.7
Inspector	2	8.3
Senior Inspector	2	8
Independent Inspector	0	0
Chief Inspector	0	0

Table 44 - Representation of women police officers by rank in MOI WHC

Total number of male/ police officers in managerial positions	Number of Women	% of Women
24	1	4.2

Table 45 - Total number and gender structure of police officers in managerial positions in MOI WHC

4.16. MOI K10

Civil servants and employees	Men (M)	Women (W)	%W	Police officers	M	W	%W	Total	M	W	%W
138	62	76	55.1	322	295	27	8.4	460	357	103	22.4

Table 46 - Number and gender structure of all employees in MOI C10

Rank	Number of women holding the rank	% of women in relation to the total number of persons holding the rank
Police Officer	6	16.2
Senior Police Officer	9	11.7
Sergeant	0	0
Senior Police Officer	0	0
Junior Inspector	7	20
Inspector	4	14.3
Senior Inspector	1	5.3
Independent Inspector	0	0
Chief Inspector	0	0

Table 47 - Representation of women police officers by rank in MOI C10

Total number of male/female police officers in managerial positions	Number of Women	% of Women
33	2	6.1

Table 48 - Total number and gender structure of police officers in managerial positions in MOI C10

5. Concluding remarks and recommendations

Although some research findings suggest that the BiH police sector is in the middle of achieving gender equality in line with domestic legal standards, a deeper analysis shows that serious efforts are yet to be made in order to achieve those standards. This is best confirmed by the research findings that 9% of police officers in BiH are female and that the majority of employed women in the police sector works in the administration (66%). At the same time, these research findings indicate that prejudices about the police profession, as a predominantly male profession, are still prevalent and strong in the society. It will take some time before the police sector becomes a mirror of the society, at least when it comes to the representation of women who make up the majority of the population according to the last census of 2013. Also, it would be interesting that women of BiH society will be the target groups in some future research, to examine, first of all, the extent to which these prejudices are rooted in their way of thinking and what are the factors of attraction and aversion to the security sector in general. The findings of such research, combined with previous research, would provide the outlines of an objective picture, ie the path which should be taken in order to enable security agencies to use, as much as possible, the benefits that women unquestionably bring with their greater involvement.

Apart from the fact that women are evidently underrepresented in the ranks of a police officer, research findings have shown that the state of presence in such the rankings justifies asking the question - is being a police officer really stimulating for women? Namely, the majority of women police officers are holding the lowest police ranks, and they are even less represented in leading police positions than in the overall structure of police officers. Very few apply for internal promotion announcements (11%), and even when they do apply, few are promoted (almost 11%). The chance of being promoted is 34%. When it comes to promotion, what is particularly interesting is that the chance for promotion is not greater, but even smaller, in those agencies that use some form of special, affirmative action to encourage women police officers to apply for internal announcements. What needs to be determined in the future is whether some additional affirmative measures should be applied, but it is justified to question whether the existing measures are only *pro forma* from the perspective of the management of police agencies. In addition, through the research and implementation of the project "The Police and

Respect for Human Rights in BiH", it was pointed out on several occasions that women police officers may encounter additional difficulties in the promotion process in terms of legal provisions governing the conditions for promotion of women police officers, and the right to maternity leave. The situation is no better when it comes to additional training of women police officers. The findings of the research showed that women police officers participated significantly less in additional trainings compared to their male counterparts - only 11% of the participants in these trainings were women.

In addition, the survey also indicated that sex and gender equality issues do not rank high on the management priority list of the domestic police agencies. Most of them do not have at least one contact person who would deal with gender issues, as well as a program of measures aimed at achieving gender equality. Such a program of measures is something that police agencies are obliged to adopt, in accordance with the Law on Gender Equality in BiH. Therefore, for equality issues, it would be of great importance to intensify the training of the management of police agencies on the provisions of the said law, but also to raise awareness of gender issues in general.

A glimmer of hope is that women are showing more interest in applying for an open competition for the recruitment of new police officers from the rank of junior inspector compared to the rank of a woman police officer, as well as that they are thus more likely to be admitted to the police ranks. This creates the preconditions that the necessary critical mass of women police officers holding high police ranks will be created in the long term, which can also have positive implications for gender equality issues. At the same time, however, there is a worrying trend that fewer and fewer women are applying on open competitions for the recruitment of new police officers and that it is necessary to work on popularizing the police profession among the younger female population. Social networks could play an important role here, as 55% of the population of Bosnia and Herzegovina uses them, assuming that domestic police agencies start using them adequately, which is not the case at the moment. The findings of the research showed that none of the police agencies in BiH used any of the available social networks to advertise open competitions for the recruitment of new police officers.

As indicated in the introductory part of this publication, fundamental changes in the representation and position of women in the police sector in BiH are not possible overnight. Without intending to provide excuses, even much more developed societies are still struggling to achieve adequate representation of women in the police ranks. The situation in BiH is even more complicated due to a very complex and fragmented police sector, which is reflected in the fact that it is very difficult to establish coordination or the degree of harmonization in many issues, but also certain socio-political circumstances that unquestionably affect the work of police agencies in many aspects. Therefore, issues of (gender) equality in police agencies will remain relevant for a long time. However, it may be premature at this point to ask how to improve the position of women in police agencies and make them a mirror of society. Perhaps the real question would be: is there a minimum of genuine willingness to do so?

5.1. Recommendations

As stated in the previous part of the publication, one of the goals was to offer the most feasible recommendations, ie those that would not overburden the capacity of police agencies in their implementation. Also, certain general recommendations were offered, in the implementation of which other organizations or agencies could significantly help and whose implementation could have a positive impact on issues of gender equality in the police sector in BiH.

<i>General recommendations</i>		
<i>Recommendations:</i>	<i>Stakeholders:</i>	<i>Degree of importance:</i>
Continuously raise awareness of the importance of gender issues and gender equality in the police sector in BiH, with a special focus on the management of police agencies.	NGOs and specialized agencies / institutions in charge of training police personnel with the support of the BiH Agency for Gender Equality.	High
Raise awareness of the benefits that women bring to the police vocation, with a special focus on the management of police agencies.	NGOs and specialized agencies / institutions in charge of training police personnel with the support of the BiH Agency for Gender Equality.	Medium
Intensify trainings for the	BiH Agency for Gender Equality	High

management of police agencies on the provisions of the Law on Gender Equality in BiH.	with the support of non-governmental organizations.	
Promote the police profession in BiH as much as possible, with a special focus on the younger and female population.	NGOs and police agencies with the support of the BiH Agency for Gender Equality.	High
Organize trainings for gender focal points in police agencies in BiH on the functions and modalities of work of gender focal points.	NGOs with the support of the BiH Agency for Gender Equality and international organizations.	Medium
Initiate a dialogue on the possibilities of overcoming the difficulties faced by women police officers in terms of legal provisions, which regulate the conditions for the promotion of police officers, and the right to maternity leave.	NGOs, police agencies, the BiH Agency for Gender Equality and NGOs, police agencies, the BiH Agency for Gender Equality and representatives of the legislature.	High
<i>Recommendations for police agencies</i>		
<i>Recommendations:</i>	<i>Degree of importance:</i>	
When compiling annual training plans and programs for police officers for the 2022, include trainings on gender equality as mandatory for all employees.		High
Appoint at least one gender focal point in agencies where such persons do not exist.		High
Perform a gender analysis and adopt a program of measures to achieve gender equality in agencies where this has not been done. Examples of positive practices can be SIPA and FPA.		High
When announcing open competitions for the recruitment of new police officers and internal announcements for promotions, use formulations in the content of the competition / announcement as a special, affirmative measure, such as: <i>"In case of equal qualifications and achieved results, females will have priority"</i> .		High
Increase women's participation in additional training and		High

professional development programs.	
Strengthen the presence on social networks, especially in the context of announcing open competitions for the recruitment of new police officers.	High
Increase the presence of women in the selection commissions for officers and the commissions for promotion, whenever conditions allow.	Medium
Improve the internal record keeping of statistical data, with a special focus on establishing the possibility of classification by gender. This will not only facilitate and speed up the data submission procedure in accordance with the laws on freedom of access to information, but will also facilitate the monitoring of the state of gender representation in all relevant aspects of organizational work.	Medium
Encourage the use of gender-sensitive language in official communication and correspondence among all employees.	Medium

Table 49 - General recommendations for police agencies in BiH

6 Literature and other sources

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11)

[https://ec.europa.eu/eurostat/statisticsexplained/index.php?title=Police, court and prison personnel statistics](https://ec.europa.eu/eurostat/statisticsexplained/index.php?title=Police,_court_and_prison_personnel_statistics)

