



MARTHA STICKINGS

ESTABLISHING AND STRENGTHENING AN ASSOCIATION OF WOMEN POLICE

THE CASE OF THE ASSOCIATION OF WOMEN IN KOSOVO POLICE



United Nations Entity for Gender Equality
and the Empowerment of Women

PRISHTINA, 2015

ESTABLISHING AND STRENGTHENING AN ASSOCIATION OF WOMEN POLICE

THE CASE OF THE ASSOCIATION OF WOMEN IN KOSOVO POLICE

Prishtina, March 2015

Author: This report was written by Martha Stickings, International Consultant, under the supervision of UN Women Office in Kosovo, who provided input and support throughout the project

Copy right: UN Women, December 2015

Design: Semra Dedinja

Print: Raster Print

Copies: 450

The views expressed in this publication are those of the author and do not necessarily represent the views of UN Women, the United Nation or any of its affiliated organisations. The validity of its content is confirmed by stakeholders interviewed by the author.

All references to Kosovo in this publication, whether the territory, institutions or population, shall be understood without prejudice to position on status, and in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
INTRODUCTION	5
CHAPTER 1: INITIATING AN ASSOCIATION OF WOMEN POLICE	6
1. Why was an association of women Police needed?	6
2. Laying the foundations for an Association of women police	7
CHAPTER 2: ESTABLISHING AN ASSOCIATION OF WOMEN POLICE	11
1. Creating Structures And Processes For An Association Of Women Police	11
2. Communicating An Association Of Women Police	14
CHAPTER 3: STRENGTHENING AN ASSOCIATION OF WOMEN POLICE	19
1. Ensuring Sustainability	19
2. Delivering On The Goals Of The Association Of Women Police	21
RECOMMENDATIONS	26
ANNEXES	28
ANNEX 1: TIMELINE	28
ANNEX 2: METHODOLOGY	28

EXECUTIVE SUMMARY

Associations of women police (AWPs) can help to promote gender equality within the police service by empowering women to develop strategies and activities to overcome the challenges they face. This report highlights the key steps in the creation of an AWP, based on the example of the establishment of the Association of Women in the Kosovo Police (AWKP). Drawing on this particular case, the report proposes a number of recommendations and presents best practices and lessons learned in the case of Kosovo.

WHY MIGHT AN ASSOCIATION OF WOMEN POLICE BE NEEDED?

- Poor retention of female staff due to working conditions which do not reflect their needs.
- Lack of awareness of the specific issues facing policewomen.
- Absence of women in senior ranks and decision-making positions.
- Limited capacity building and career development opportunities for policewomen.
- Societal prejudice regarding women's role and capacities in the security sector.
- Few opportunities for women to share their experiences and network across different regions and departments.

AN ASSOCIATION OF WOMEN POLICE CAN HELP...

- Empower women to demonstrate their ability to address the challenges they face and propose practical solutions.
- Increase knowledge of women's specific needs within the police force.
- Raise awareness among the general population of women's contribution to security.
- Improve gender responsiveness within the police and in reaction to women's needs

AN ASSOCIATION OF WOMEN POLICE MUST...

- Promote gender equality within the police by responding to policewomen's needs.
- Create a sense of ownership among its members through effective communication and opportunities for involvement.
- Provide opportunities for women to share experiences and strategies for overcoming challenges.
- Be open and transparent in its operations and activities, by setting out and following clear procedures.
- Be supported by a full-time secretariat responsible for day-to-day operations.
- Work closely with senior police management, while retaining its independence.

INTRODUCTION

This report presents lessons learned and best practices from the establishment and strengthening of the Association of Women in the Kosovo Police (AWKP), which was extensively supported by the UN Women office in Kosovo from 2010 onwards. Now made up of over 600 Kosovan policewomen, the association has quickly established itself as an integral part of the Kosovo Police (KP) with the ability to drive concrete changes in support of its membership. Its rapid progress has won international praise, with the International Association of Women Police (IAWP), of which the AWKP is a member, singling it out as a positive example of how to establish such associations.

The Kosovo Police was initially established as the Kosovo Police Services (KPS) in 1999, and transformed into the Kosovo Police in 2008. It was in that year that Kosovo had unilaterally declared its independence and the pride in the new police force and willingness to establish it in the best way possible were quite high. From its establishment, UN Women has provided long-term assistance to the Kosovo Police, strengthening its institutional capacity to mainstream gender. This effort has included: (i) the establishment of a human rights and gender equality unit; (ii) the establishment of an internal advisory board on gender equality within the Kosovo Police; (iii) the development of partnerships with women CSOs and other key stakeholders on women's security; (iv) the elaboration of an institutional framework to respond to violence against women, including through the creation of special investigation units on domestic violence and human trafficking cases; (v) development of capacities of Kosovo Police Training Unit on Gender Equality, Women's Human Rights and Human Security; and (vi) the development of training curricula for the police on gender equality and human rights protection, a curricula that has become mandatory for the police. Building on this more than a decade-long engagement with the KP to mainstream gender and implement UN Security Council Resolution (UNSCR) 1325 on women, peace and security, UN Women's has also supported the establishment of the AWKP.

The AWKP was established to create an avenue for women police to identify and

introduce measures that would help them overcome the challenges they face in their work. It seeks to raise awareness of the operational value of women police officers and to advocate for gender mainstreaming and responsiveness to the challenges faced by women police. From the outset, it was envisaged that the AWKP could act as a blueprint for counterparts in the Western Balkans.

UN Women's support concentrated on developing the AWKP's capacities with technical expertise and funding, and lobbying and advocating for support from other stakeholders. UN Women's partnership has now lasted over five years, underlining the benefits of long-term, systematic engagement to ensure women's empowerment and equality.

Taking a broadly chronological approach, this report sets out in practical terms the key milestones in the AWKP's establishment and growth. The first chapter focuses on the AWKP's initiation and some of the initial key building blocks. The second chapter turns to the AWKP's formal establishment, considering in particular the creation of operational structures and communication, before the third chapter considers sustainability and the AWKP's outputs. The report concludes with recommendations for how the process could be improved and replicated elsewhere.

KEY ACHIEVEMENTS OF THE ASSOCIATION OF WOMEN IN THE KOSOVO POLICE

- Membership of over 600 Kosovan policewomen, and growing.
- Inclusion in regional and international networks of associations of policewomen.
- Widespread opportunities for capacity development, including through targeted trainings and education opportunities.
- Women participate more regularly in promotion panels, with at least one women included in all panels where female candidates are being considered.
- Regular health checks and screenings organised for all police-women.
- Effective outreach and communication to all AWKP members, including through regular meetings at the regional level.
- Opportunities for women to network and share their experiences in an open and mutually supportive way created.
- Strong partnerships developed, including: within the KP, across the security sector, and with potential donors.

CHAPTER 1:

INITIATING AN ASSOCIATION OF WOMEN POLICE

Successful associations of women police (AWPs) respond to clear needs within the police, filling gaps that cannot be addressed by existing structures. This chapter looks at the context in which the AWKP was established, identifying why it was needed and looking at some of the key building blocks in its initial creation.

1. WHY WAS AN ASSOCIATION OF WOMEN POLICE NEEDED?

Situation of women in the KP

The AWKP's establishment was spurred by the 2010 *Report on the position of women in the Kosovo Police*, which was developed and published by the Gender and Human Rights Office of the KP under the auspices of the Ministry of Interior and the General Police Directorate, and with the support of UN Women. This report served as a needs assessment on the situation of women in the KP and provided essential data to shape the AWKP's mandate and structure.

The report presented a comprehensive quantitative assessment of the position of women within the KP, revealing a persistent gender gap despite the existence of a legal framework promoting gender equality. Amongst 7,331 police officers, 6,412 (87.5% of the total) were men compared with just 919 (12.5%) women. The report also highlighted the difficulties in retaining female staff. By 2010, 33.3% of the women once employed by the KP left the force, compared to 14% of all men. This trend suggested that the opportunities and support provided to policewomen were unsatisfactory.

Based on an analysis of the statements of 350 policewomen who had resigned from the KP and interviews with current and former female staff, the report identified some of the main problems women faced in their jobs:

- Low salaries, particularly for women with children who also have to cover the cost of childcare during working hours;

- Difficult working conditions, such as night shifts for breastfeeding women, inadequate maternity leave and long commutes;
- Lack of opportunities for promotion;
- Sexual harassment;
- Societal prejudices, which can make it difficult for women to retain their families' support for their work, particularly after marriage.

The interviews conducted for the report allowed for an in depth study of the interrelated factors contributing to women's decision to leave the KP. It highlighted the inadequacy of the KP's existing exit interview format, which did not allow the diversity of these factors to be captured.

Building on the report, UN Women provided technical and financial input for two workshops during which women police explained their experiences and looked deeper into the problems they encountered. During these discussions additional concerns emerged, including:

- The low number of women in the police;

ISSUE BOX: NEEDS ASSESSMENT

The key precursor to an AWP that reflects the needs of women police is a comprehensive and objective understanding of the current situation. The AWP can then be designed with the specific needs of women police in mind, in turn helping to reinforce the role and position of the association itself.

While the needs assessment methodology will depend on the specific situation, it is generally advisable to adopt a mixture of quantitative and qualitative approaches. It should also incorporate analysis of the legal, political and operational context, drawing together a wide pool of information.

- Underestimation of women and lack of acceptance of them as equal partners in dealing with certain tasks, including decision-making;
- Lack of equal training or capacity building opportunities for women and men, which in turn impacts on promotional opportunities;
- Lack of knowledge among women about how to promote or communicate their perspectives and ideas, resulting in them not being taken on board;
- Absence of sufficient information and knowledge on gender equality and non-discrimination.

These preliminary discussions, research and analysis ensured a comprehensive understanding of the challenges faced by women in the KP and provided strong foundations for the AWKP's establishment. This initial work helped guarantee that the AWKP could meet real needs, offer realistic solutions and be integrated into broader processes of reform, to increase its influence and potential to effect change. Meetings were also organized by UN Women with senior police management, including the KP Director, who provided crucial insight into the administrative, political and corporate landscape that would shape the AWKP's work. These initial consultations helped guarantee buy in by women of all ranks, as well as senior police management.

Best practice and lessons learned

- A thorough, systematic and timely needs assessment is essential. It provides a baseline for future monitoring and evaluation of project development.
- Needs assessments should employ a mix of qualitative and quantitative methods, and include women working across different ranks, departments and regions, as well as senior management, to assure buy in and trust.
- Needs assessment should be a multi-stage process. First, the needs of women police should be identified. Next, the responsiveness of police institutions and stakeholders should be assessed. Then it is possible to identify the activities to be undertaken by the AWP and the constraints and opportunities that will shape its work.

2. LAYING THE FOUNDATIONS FOR AN ASSOCIATION OF WOMEN POLICE

Having established the need for an AWP, the next step is the putting in place of the foundations of a successful association. This section identifies some of the main building blocks.

Setting a clear goal and mission

An AWP requires a clear goal and mission to delineate the scope of its activities and to clarify what issues and actions will remain outside its remit.

In 2012, UN Women and a group of women with prominent positions in the Kosovo Police met to discuss how to start the process of establishing the AWKP. Following their request, UN Women committed the technical support for the Kosovo Police with a focus on capacity development of women police officers to establish their own professional association. A professional association of women police officers will, amongst other things, create a venue for women police officers to identify and introduce measures to mitigate and overcome challenges that women police face in their work.

In follow-up meetings, women in the Kosovo Police identified AWKP goals as addressing the challenges facing women in the KP, helping women to mobilize and network to raise their concerns and needs, and the overall promotion of women's security in Kosovo.

These initial goals were further refined during a November 2012 workshop (see Case study: preparation workshops below):

- To empower women in the KP so that they are valued for their contribution and are able to take the initiative to deal with challenges and solve problems;
- To increase the representation of women in decision-making positions;
- To raise awareness of issues affecting women police by voicing their needs and concerns;
- To promote gender equality by ensuring the application of the gender equality law, including to be free from discrimination and treated with respect and dignity;
- To support women's professional development and promote the association and policewomen internationally.

Workshop participants then defined a set of objectives through which the goals could be achieved:

- Development of a legal framework/statute, strategy and an action plan to empower women and deal with the challenges they face within the police;
- Membership in regional and international associations of women in policing;

- Continuous professional development and encouragement of women officers to become members and get involved in the association's work.

While these objectives could be revised as the association develops, setting them out in clear terms at the outset provided critical direction and focus.

Ensuring high-level buy in

Given the AWP's aims and role, support of senior police management is essential for success. To secure buy-in, senior management was involved from the outset of the AWKP, as described above. UN Women and its consultants provided senior management examples of similar organisations in other countries and consulted with it on the AWKP's goals and structure. They convinced management of the wider benefits of an AWP for the police service as a whole.

Support from senior management to the association made possible the implementation of many of AWKP's core activities, ranging from setting up health checks to supporting flexible working conditions (for more, see Reflecting members' needs in chapter 3). Senior management had to permit AWKP members to take some time out from their regular activities to participate in AWKP events and trainings, even if much work was also done outside of working hours.

Establishing strategic partnerships and securing sustainable support

Key to the AWKP's success was the establishment of partnerships with allies who share similar goals and interests. Kosovo's government in 2014 approved a National Action Plan (NAP) 2013-2015 on the implementation of UNSCR 1325 on women, peace and security. The plan includes several outputs and activities linked to increasing women's participation in security structures, including the establishment of an AWP. This linked the AWKP to horizontal security sector priorities, giving

CASE STUDY: PHOTO EXHIBITION TO INITIATE THE AWKP

Even before the AWKP was set up, the President of Kosovo, who was in that time herself formally in the KP, discussed with UN Women the idea for the creation of AWKP, in that regard she proposed the organisation of the photo exhibition which acted as a catalyst for AWKP.

The Minister of the Interior provided his support for the organization of a photograph exhibition of policewomen on 6 September 2011, which UN Women helped fund. The exhibition promoted the work of women in the KP by presenting images of their daily duties and the challenges they face. It helped mark the establishment of the AWKP.

The President of Kosovo lent her support throughout the establishment of the AWKP.

CASE STUDY: PREPARATION WORKSHOPS

To support the establishment of the AWKP, UN Women organised two workshops facilitated by external experts. These provided forums in which policewomen could discuss what they wanted from their association and receive mentoring on association development, such as in the preparation of a statute, operational strategy and roadmap

The first workshop took place on 22-23 November 2012 and brought together 25 policewomen of different ranks from all regions of Kosovo, including the border police, as well as the a Regional Advisor from EULEX (the European Union rule of law mission in Kosovo, see: <http://www.eulex-kosovo.eu/>).

The workshop was facilitated by Julia Jaeger, the European Coordinator of the International Association of Police Women (IAPW) as well as a retired British police officer. She was able to bring in her own expertise from setting up the British Association for Women in Policing, as well as developing the Gender Agenda in the United Kingdom, a five year agenda signed by chiefs of police which unites women across police districts by representing their interests and concerns.

A second workshop took place on 11-12 June 2013 facilitated by DCAF, an international foundation which contributes to enhancing good governance through security sector reform. Attended by 25 policewomen selected by AWKP interim leaders, in consultation with association's secretariat (a UN Women-funded consultant based in the office of the association's president, see Creating a secretariat in chapter 2 below), it focused on building participants' capacity to be active AWKP members. This included developing their understanding with regard to: the significance of gender equality in both normative and operational terms, and gender analysis and mainstreaming as a tool for policing; and techniques and the role of advocacy, clear and regular communication, outreach and networking for the functioning of the AWKP. As such, it provided a basis for further engagement with the association.



Photo from the exhibition promoting the work of women in the KP. Photo credit: UN Women/Suzana Mushkolaj

it a strong basis to establish other partnerships and secure support.

Other partnerships, such as with UN Women, facilitated access to international and domestic support and resources. From the very start of the process, UN Women offered essential technical and financial support.

Moreover, UN Women helped the AWKP make links to other strategically important actors inside and outside Kosovo, including potential donors and high-level international expert consultants who carried out the initial workshops.

Identifying strategic partners requires a thorough mapping of relevant actors during the early planning of the AWP. For example, the workshop to develop a strategic plan for the AWKP included a stakeholder mapping (see Developing a strategy in Chapter 3).

Bringing women police into the process

As the case of the AWKP demonstrates, it is essential to provide open access to all women police regardless of rank, region, age and department (see also Issue box: ensuring women's participation in Chapter 2). Women from different ethnicities or minority groups should be included. Without women at the heart of the process, there is little opportunity to develop the sense of ownership necessary for the AWP's success.

To bring police women into the AWKP, the core group of founders personally reached out to the local level, organising and attending meetings about the association in every unit, station and region. While such proactive engagement was demanding on time and resources, it demonstrated that the association is not a top-down initiative, but one whose primary function is to listen to and work for women police in the field.

This outreach must be accompanied by a clear and well-articulated message setting out the benefits of membership. During the preparatory workshop on 22-23 November 2012, participants agreed the outline of a communication strategy to promote the association within the police and encourage women to become members. Drawing on their own experience and knowledge of women police needs, participants identified some central 'motivators for membership' that could easily be communicated. These included that the association will:

- Offer trainings, capacity development and support for professional development;
- Advocate for the resolution of problems faced by police women, influencing decision-making, internal policies and the working environment;
- Provide opportunities for networking and sharing information, knowledge, ideas and experience.

Proactive outreach by the AWKP founders and clearly defined benefits of membership were repeatedly highlighted by policewomen as crucial to their own commitment. It spurred their interest and created an environment in which they felt confident that their own needs and opinions would be taken seriously.

ISSUE BOX: OWNERSHIP

Ownership of the AWKP by its members was a guiding principle behind its creation and a necessary precondition for its effective development.

Ownership depends on effective communication and outreach, through which opportunities for women to input into processes and activities is created (see Issue box: Ensuring good internal communication in Chapter 2). Regular meetings between leaders and members allows those not involved in the day to day running of the association to feel that they have a stake in its success. For example, during the creation of the AWKP, the draft statute was shared widely for comments before its adoption. This allowed women to see the results of their commitment in the outcomes of the association.

Ownership is also inextricably linked to sustainability as it helps build motivation to take on the challenges of organizational strengthening and development.



Photo from the exhibition promoting the work of women in the KP. Photo credit: UN Women/Suzana Mushkolaj

Best practice and lessons learned

- Ownership should be nurtured across the association's whole membership from management to rank and file officers. Moreover, ownership must not just be about process, but also outcomes so that members can see the results of their efforts and commitment.
- Effective ownership depend on a two-way engagement between association's leadership and rank and file po-

licewomen. Members need to feel that the association is useful to them and that they have influence over its agenda and decision-making.

- Working directly at the local level has significant value for mobilization and communication. This enabled the AWKP's leadership to relay its goals while listening and responding to the needs and problems of women police on the ground.
- Strategic partnerships can provide essential technical, administrative and financial support.
- While providing support, however, partners should not overstep their roles but ensure that policewomen themselves retain leadership of the establishment process.
- Setting out a clear goal and mission should be an early priority, especially to secure support from all important partners, including senior management, external supporters and potential members themselves.
- To meet objectives a roadmap setting out concrete actions with a timetable and responsible people should be agreed. Allocating responsibility gives women police an initial indication of the work and commitment that will be required.

CHAPTER 2:

ESTABLISHING AN ASSOCIATION OF WOMEN POLICE



Participants in AWKP's founding Assembly. Photo Credits: AWKP's Archive

This chapter identifies the practical steps in the establishment process, focusing on two particular areas: creating AWP structures and processes and communication of results.

1. CREATING STRUCTURES AND PROCESSES FOR AN ASSOCIATION OF WOMEN POLICE

Drafting and adopting the statute

Developing and adopting a statute provides an AWP with the appropriate legal framework, codifying aims and objectives, as well as activities and rules of procedure. It also acts as a guide and reference document.

The AWKP's statute was drafted by its steering committee, which came out of the 22-23 November 2012 workshops. Drafting was, however, a collaborative process, where comments from experts inside and outside the KP, including UN Women and EULEX representatives, were included. Kosovo police's senior management also provided resources and expertise via its deputy director, who was previously a member of the working group developing the 2008 law on the KP, which established the force, and the head of the legal department who offered assistance

from across the KP, in particular from the Legal Office. This helped ensure that when it was adopted on 23 July 2013, the statute was viewed as jointly owned by all members and key stakeholders. It includes:

- Initial provisions, including the AWKP's status, symbol and representation;
- The purpose and activities of the association;
- Bodies of the association, including their working procedures;
- Procedures for Elections of the steering board;
- Financial rules and reporting.

The statute delineates the association's areas of responsibility and action, helping to create realistic expectations of what it will be able to achieve. By clarifying the roles and responsibilities of the different association bodies, it enables all members to identify how they can contribute to its functioning irrespective of their position within the police or the association itself.

Developing modes of operation and identifying leaders

To help guarantee transparency and accountability, the statute focusses on practical operational issues related to day-to-day operations and identifies management and oversight bodies. It clarifies who is eligible for membership and how the AWKP will be funded.

The AWKP's governance structure was initially discussed and agreed upon during the preparatory workshop on 22-23 November 2012. The main decisions were then incorporated into the statute which identified three core bodies:

- Assembly;
- Executive/steering board;
- Committees.

The assembly takes major decisions and creates networking opportunities, but the steering board is in charge of daily operations. It consists of seven members (a chair, deputy chair, secretary,

treasurer and at least three other AWKP members), elected for two years by all AWKP members, and is required to meet at least three times a year. Its members must have the skills, commitment and experience to lead a new organisation on a daily basis. Given these requirements, it was populated by more senior policewomen who had the managerial experience, authority and contacts to engage with senior management and potential AWKP members during the first stages of its development.

To respond to the wide range of issues and interests that association members have, five working committees have been set up, each responsible for overseeing the implementation of one of the association's objectives.

Identifying leaders should not, however, come at the expense of equal participation. Policewomen both inside and outside the steering board underlined the importance of all voices being heard and avoiding a situation in which certain individuals dominate. Equal opportunities

ISSUE BOX: ENSURING WOMEN'S PARTICIPATION

It is essential that the structures and processes of the AWP embed participation by women irrespective of their rank or function. One important channel is the establishment of a regional network of contact points for the AWP in each administrative area, through which regular engagement between the AWP leadership and members in each region take place. Such two-way communication is key to ensuring members' commitment to the association, as well as the leadership's awareness of emerging issues at the local level.

One example is the visit by the AWKP president and representatives of the steering board to Prizren region in May 2014. As one of many such meetings supported by UN Women, it was attended by more than 40 policewomen. By presenting the AWKP's achievements and plans for the future, the leadership could highlight the association's activities and advocate for new members. To make sure that the information flow was not in one direction, considerable time was reserved for open discussion with members on their issues and concerns.

help ensure that enthusiastic, professional and committed individuals step into to steering board and other roles of responsibility.

A second crucial issue is eligibility for membership. To ensure inclusivity, the AWKP is open to all women in the police, both uniformed and civil staff, on a voluntary basis. It is also advisable to open membership to men, reflecting

ISSUE BOX: BRINGING MEN INTO THE PROCESS

Bringing men into the process of achieving gender equality ensures that it is not seen as a struggle for women only but benefits all members of society. Men can contribute to all aspects of promoting and empowering women, from offering support to raising awareness and advocacy.

Men as champions of gender equality are particularly important in the generally male dominated security sector. When high profile men advocate for gender equality and women's human rights this can provide a degree of legitimacy and acceptability to the cause in more traditional male majority audiences. Opening AWKP membership to men helped to signal that gender equality must be achieved by women and men working together. It also served to raise awareness among men of the importance of supporting women to achieve equal rights, and provide them with the practical tools to give such support. Male members saw directly the association's benefit for the police as a whole, which in turn helps them become gender mainstreaming advocates.



AWKP's experience was highlighted at the OSCE Regional Conference "Integration of Gender Perspective in Security Sector," held in Prishtina. Photo Credits: Kosovo Police

both the support and assistance they can provide, and the crucial role men have to play in realising women's human rights and gender equality (see Issue box: bringing men into the process). The AWKP also allows associate membership for persons with particular professional knowledge; honorary membership for particularly respected persons; and cooperative membership for associations or corporations sharing its goals.

Thirdly, the question of funding should be addressed. A nominal membership fee can provide resources while giving members a stake in the organisation and a way to demonstrate their commitment. It may be advisable to allow for a grace period before police women have to pay the fee to reduce financial obstacles and ensure that benefits are felt before fees are levied.

Securing a legal footing and independence

The statute helps guarantee that the association fits within the legal and normative framework governing the police. For example, the AWKP statute highlights how it is in compliance with constitutional provisions regarding gender equality and KP rules on women's human rights.

The AWKP opted to become an independent entity, rather than remain within the KP structure, to maximize its ability to hold the KP accountable to women police and maintain independent. The KP's Legal Office assisted the AWKP to successfully apply for registration with the Ministry of Public Administration and Directorate of Non-governmental Agencies.

Creating a secretariat

Creating an effective secretariat is another integral part of the AWKP's success. Unlike the decision-making bodies, the secretariat's role is to support day-to-day operations. This can include: assisting the head and steering board; ensuring timely and effective internal and external communication; acting as a contact point; reporting regularly on the association's work; organising and facilitating activities such as trainings; fundraising and drafting project proposals and contributing to financial and other record keeping.

Having a strong secretariat providing regular technical administrative support ensures that association leaders can maximise their input and thus the efficiency of the AWP as a whole. It is especially crucial when members contribute time voluntarily. AWKP members and partners emphasized the key role the secretariat played in overseeing effective communication. Other associations, it was noted, had quickly become inactive due to the lack of administrative support.

The secretariat benefitted from external support, during the AWKP's first 20 months from UN Women which financially supported a full-time national consultant based at KP headquarters to coordinate and assist in the implementation of the AWKP's operations and communications strategies in collaboration with the steering board, UN Women and other stakeholders. From January 1 2015, in a step towards greater sustainability, the costs of the consultant were covered by the Norwegian Embassy in Kosovo – thanks to fundraising facilitated by UN Women.



Photo from the exhibition promoting the work of women in the KP. Photo credit: UN Women/Suzana Mushkolaj

Best practice and lessons learned:

- A statute that clearly sets out the association aims, constituent bodies and rules of procedure is essential. Creating and maintaining transparent governance structures and ensuring regular, planned turnover in leadership and accountability for its actions will increase the association’s legitimacy.
- A secretariat with paid staff to catalyse and drive daily activities and facilitate communication is needed, especially where regular members are volunteers and have other duties.
- Open membership to men and women, irrespective of rank or function.
- A steering board should include extremely committed members who reflect the police’s diversity, including representatives from different regions, ethnicities and ranks. The board should ensure regular and systematic consultations with other policewomen across the country, to ensure their validation of key documents, strategies and action plans.
- Clear modes of operation that ensure that the process of reaching common positions is transparent, reducing the risk that members become disengaged if their opinions are not reflected in final decision.
- A strong legal framework for gender equality at the na-

tional level. Gender equality needs to start within the government, or it will be hard to create such a culture within the police.

- Independence can improve the standing of an association by reassuring its members that the AWP will represent their interests rather than those of the organisation.

2. COMMUNICATING AN ASSOCIATION OF WOMEN POLICE

One of the first tasks of an AWP is to attract potential members and other partners. This section reflects on how the AWKP developed communication tools to raise its visibility.

Developing communication tools

Effective communications about aims and activities helps mobilize new members and external support. Identifying how and what to communicate can also help an association clarify its purpose and objectives. For example, alongside discussions about the AWKP goals, participants at the preparatory workshop on 22-23 November 2012 discussed association profiling, communication with the media and the general public, and promotion among policewomen.

These initial ideas were then further developed during a communication strategy development workshop held on 25-26 June 2013, supported by UN Women. Twenty four participants from the AWKP, civil staff and the KP's media department, focused on identifying modes of internal and external communications, as well as promotional material to represent the association.

When finalised, the communication strategy will address how to: attract stakeholders; demonstrate the successful functioning of the AWKP; and communicate its purpose.

One key communication tool is a logo which can show the association's ethos, goals and aspirations. The logo of the AWKP incorporates the profiles of two women into a shield shape similar to that of the KP. When placed on all communication outputs, branding helps build up visibility.

Awareness raising

Communication products should be tailored to different target audiences and communication channels. As such, the AWKP developed a wide range of promotional materials, with the secretariat directing and coordinating many of these awareness-raising activities:

Leaflets: The AWKP, supported by UN Women, produced as one of its first activities a leaflet stating its role, aims and objectives, which it distributed widely to increase knowledge about the association and membership benefits. Later, as part of an inter-ministerial project on women in the security sector in Kosovo – which brings together the KP, security forces, customs and correctional services – the AWKP, supported by the Norwegian Embassy in Kosovo and partially by UN Women, developed a second brochure profiling women working across the different security services.

Posters: UN Women supported the AWKP to print 300 posters to raise the visibility of the association and attract members. The posters are displayed throughout KP central administration buildings and in police stations across Kosovo.

TV spot: With the support of UN Women, the AWKP prepared a short informa-

tion film that was repeatedly aired on national television channels at prominent times. The film introduced the association and explained the benefits of membership (see: <http://shgpk-ks.org/galeria>).

Documentary film: The AWKP developed a documentary film with the support of the Norwegian Embassy (see: <http://shgpk-ks.org/galeria>) to present the diverse role of women in uniform across the four securities agencies. The documentary was widely shown on national television.

Television appearances: AWKP leaders have appeared on television in Kosovo and Albania to reach audiences that might not otherwise know about the AWP, in particularly younger people. On 8 March 2013, the popular television

ISSUE BOX: ENSURING GOOD INTERNAL COMMUNICATION

AWKP members highlighted good internal communication as one of the key factors behind the association's success, noting that it made them feel close to the leadership and that their concerns were listened to and acted upon. Useful tools include:

- **The intranet:** can serve as a useful depository of information, including about upcoming events and activities. For example, the minutes of every meeting of the AWKP steering board are uploaded onto the KP intranet.
- **Email trees:** email 'trees' ensure that information is filtered quickly through to all parts of the association. In the AWKP, for instance, information is sent out to all regional coordinators, who then pass it on to the contact points in each police station who in turn forward the information to members.
- **Regular meetings with regional coordinators:** the president of the AWKP meets monthly with the steering board and regional coordinators who report back on developments in their region.
- **Frequent local level visits:** the AWKP leadership regularly visits Kosovo's regions to hold meetings with policewomen and civil staff who can raise their local issues and concerns.
- In addition, it is important to ensure that communication is:
 - **Timely:** information, especially on activities, is only useful if it is provided well in advance.
 - **Regular:** one option is to send out a regular weekly, bi-weekly or monthly newsletter reporting back on recent activities and announcing upcoming events.
 - **Targeted:** not all information is relevant for all members. Targeting communication means that recipients do not receive large amounts of information that does not relate to them.



Promoting the Association on “The Oxygen Show,” a popular weekly TV show. From left to right: Lieutenant-colonel Aferdita Mikullovc and Lieutenant Tahire Haxholli are talking with the moderator Besim Dina. Photo credit: The Oxygen Show

show Oxygen invited two AWKP leaders to introduce and promote the association.

Articles in internal magazines to reach target audiences:

Soon after its establishment, the President of the AWKP gave an extended interview to the KP magazine/media office which was disseminated across the country and helped to demonstrate the KP’s management’s support for the AWKP.

Articles in external publications: In April 2013 the AWKP featured article in Kosovo’s most popular women’s monthly magazine, reaching a broader audience. The article profiled the AWKP President and two regional coordinators, who discussed the role of women in the police and the association.

Events: With the support of UN Women, the AWKP has organised several events to coincide with important milestones in its development, for example the photo exhibition which laid the foundations for the AWKP, the official launch of the association and the launch of its website to bring together a range of stakeholders and supporters.

Presentations: AWKP members carry out presentations in schools to inform girls about the association and encourage them to consider careers in the security sector.

Website: Websites are an important reference point for information about the association for members and non-members within the police, as well as the general public. All awareness-raising products can be uploaded (see also Case study: launching the AWKP website below).

Social media: Social media is especially important for reaching out to young people. It can create space for non-members to ask questions about the AWP and its work. The AWKP created a Facebook profile in February 2014 on which information and photos of activities are uploaded.

As well as developing different outputs for different target audiences, it is important to take into account how many resources they will require – in both funds and time – and language of dissemination, especially in a multi-lingual country like Kosovo where the AWKP aims to represent all regardless of ethnicity.

Launch event

The official launch of the AWKP on 1 November 2013 in front of nearly 300 participants, supported by UN Women, brought together a ‘network of friends’ including the President of Kosovo (who was herself formally in the KP), high level representatives of government, international institutions, donors, members of the business community, senior management of the KP, and numerous representatives of civil society. By presenting the AWKP’s objectives and activities to this audience, the leadership could underscore its attractiveness to potential supporters. It built up AWKP legitimacy and prominence.

The event also attracted considerable media attention to the new association. Finally, the launch acted as a springboard for future AWKP activities.

ISSUE BOX: USING THE MEDIA

The media can reach a wide range of people. An obvious way of attracting media attention is to “hook” information to the news cycle and current events. For example, the short information spot on the AWKP was launched on international women’s day, when media outlets reporting on the day could show the short film. Another option is to organise high profile events that include well-known or prominent speakers. These events can act as a springboard to launch other awareness-raising activities that delve more deeply into issues faced by policewomen. The photo exhibition that took place on Kosovo Police Day, for instance, kick started a range of discussions about the need to create an AWP in Kosovo.



Launching event of the website for AWKP. Photo credit: UN Women



Then Deputy Prime Minister Edita Tahiri addressed the participants at the AWKP's official launching ceremony. Photo credit: UN Women.

Best practice and lessons learned

- Establishing effective communication with stakeholders inside and outside the AWP is a crucial success factor.
 - Effective two-way communication between the AWP leadership and the members in the field is key to ensuring member engagement and can be done through a network of contact points in each region.
 - A communication strategy should: identify communication goals and activities; include internal and external communication aspects; identify key messages for each target audience; and be based on a mapping of relevant actors, including their particular areas of interest or concern, to allow for targeted outreach.
 - Awareness raising materials should be disseminated via different mediums depending on target audience. They should be available in all local languages.
- Television and electronic media are important tools for raising awareness among a broader audience. Social media is particularly important when working with youth to increase awareness of gender equality and women's human rights issues.
 - Events and launches are likely to attract more media attention if they coincide with major external events, such as International Women's Day or Police Day. As well as providing a forum for information sharing, they are important networking opportunities to build up strategic relationships.

CASE STUDY: LAUNCHING THE AWKP WEBSITE

At the AWKP's request from August 2014, UN Women financially and technically supported the development of the AWKP's official website. Its launch on 27 November 2014 not only ensured a communications platform for internal and external stakeholders, but also demonstrated the organization's transparency.

It offered another opportunity to bring together some 70 high profile stakeholders from local and international institutions to reflect on the AWKP's achievements and mark another milestone in its development. The website is available at: www.shgpk-ks.org.

CHAPTER 3:

STRENGTHENING AN ASSOCIATION OF WOMEN POLICE

The final chapter looks at how an AWP moves from the establishment to the implementation phase, paying particularly attention to how it can ensure its sustainability over the long term..

1. ENSURING SUSTAINABILITY

This section considers how the AWKP established its strategic plan and some of its key fundraising strategies.

Developing a strategy

Sustainability requires a structured approach to achieving goals over the short, medium and long term which can be included in a multiannual strategic plan. The strategic plan should set clear goals and measurable objectives while retaining flexibility to respond to circumstantial changes.

Each objective in the strategic plan should be broken down into specific outputs with clearly identified expected results and the activities required to achieve them. These should be accompanied by outcome indicators to assess whether the goal has been met, estimates of the human and financial resources required for each activity, a timeframe and person or groups responsible.

A strategic plan also builds in opportunities for systematic monitoring and evaluation. Annual strategic reviews allow for analysis of the activities carried out which can then be fed back into the development of annual work programmes, and shared with partners to show the AWP's successes and build a case for additional support (see Securing funding below).

The AWKP's 2013-2015 strategic plan was devised during a three-day strategic workshop supported by UN Women which identified five strategic pillars:

- raising awareness and addressing issues of interest to women within the KP and society;

- promoting and supporting the implementation of principles of gender equality and non-discrimination in the KP;
- support for the continuous professional development of women in the KP;
- participation in professional networks and social initiatives at national, regional and international level;
- promotion and protection of welfare and psychosocial health of women in the KP.

Within each pillar, a specific purpose was identified along with expected results and activities. In several cases, activities presented in one strategic pillar were similar to activities in another. To avoid duplication, these should be considered as a single activity contributing to multiple objectives simultaneously.

Securing funding

The basis for securing funding is good financial management and regular and accurate reporting in line with accounting requirements. These principles can be set out

ISSUE BOX: STRATEGIC THINKING

Thinking strategically helps an organisation to move away from short-term planning and one-off activities to identify longer-term objectives and aims, and the activities needed to reach them. Training in strategy development can help AWP's formulate long-term goals, as well as strategies to reach them, that can be easily communicated both inside and outside the association.

An additional way to support strategic thinking is to make use of assets or resources across countries. For example, associations from different countries can come together to identify shared long-term aims and how they can support each other to meet them. Another possibility is to create a transnational platform where material, resources and best practice can be exchanged.

in the association's statute, as with the AWKP, but need to be accompanied by rigorous processes to make sure that all financial transactions are transparent and accountable.

A strategy accompanied by clear activities and outputs facilitates fundraising as it allows donors to identify particular activities that they would wish to support. The stakeholder mapping undertaken during strategy development allows the AWP to target its funding applications.

UN Women provided support not only with its own funding stream to AWKP but also liaising with other donors. It facilitated meetings with foreign partners assisted the AWKP in preparing the successful project proposal to the Norwegian Embassy to fund the AWKP secretariat and a joint inter-ministerial project on women in security institutions in Kosovo. With this help, the secretariat subsequently took the lead in reporting and liaising with the donor, and in the preparation of new project proposals.

Over the long-term, the AWKP expects to cover more of its basic costs through the collection of membership fees. However, it allowed an initial moratorium on fees to ensure that payments did not dissuade potential members.

Best practice and lessons learned

- A strategic plan, developed using participatory tools, provides an overarching framework and helps identify concrete objectives and activities to meet police-women's diverse needs.
- A longer-term strategic plan should be accompanied by annual work programmes setting out specific activities with goals reflecting resource availability and other constraints.
- Goals should be clear, realistic, prioritized and based on organizational mandate and membership. Pursuing overly broad, ambitious goals that are unlikely to be achieved will lead to disenchantment.
- Strategies and work programmes should include regular and systematic monitoring and evaluation based on clear indicators against which progress can be objec-

CASE STUDY: STRATEGIC PLANNING WORKSHOP

Different methodologies can be applied to develop a strategic plan. During the April 2013 workshop, the objective oriented program planning method was used. This is a participatory method based around five main stages:

- **Analysis of fields of action:** Participants discussed the main areas of AWKP operation which became the five strategic pillars.
- **Identifying areas of operation and parties of interest:** Key parties of interest for each pillar were identified. This was supplemented by a functional analysis of the relationship between the AWKP and each of these parties, highlighting what the parties can offer to the AWKP and how they can benefit from cooperation with the association.
- **Problem analysis:** Participants discussed the main problems in each pillar and analysed the cause-effect relationships shaping the problems.
- **Objective analysis:** Building on the problem analysis, problems are turned into objectives which can solve of the problems. Discussions focused on how to achieve the objective.
- **Development of a logical framework for action:** Finally, a separate logical framework for each pillar is developed. Each logical framework consists of a matrix setting out the overall objective, specific purpose, expected results and activities of the pillar, accompanied by their respective logical intervention, indicators, verification sources and assumptions.

CASE STUDY: REGULAR PROGRESS REPORTS

Internally, regular quarterly lists of achievements prepared by the secretariat and distributed using internal communication channels demonstrate that the association is delivering on its promises. This in turn helps members to understand that the association is working on their behalf, and can increase membership by showing its concrete benefits.

Externally, regular progress reports will form a crucial part of any funding application, illustrating to donors the range and extent of the association's activities and underlining its professionalism.

To enable systematic assessment of the association's work, reporting should be linked to the outcome indicators in the strategic plan and the goals included in annual work programmes.

tively assessed. Evaluation results should feed into the development of future strategies and plans.

- A funding strategy should be based on a combination of project-specific and longer-term financial support. To ensure sustainability, funding related to project-related activities needs to be complemented by long-term donor commitment and membership fees.
- Funding should be sought on the basis of an exhaustive mapping of potential donors and their specific areas of interest.



AWKP members participated in the OSCE regional conference “Women in the public safety sector” in Montenegro. Photo credit: AWKP archive

- The secretariat is likely to take a leading role in securing funding, and may therefore require specific mentoring or capacity building to ensure that s/he has the required capacities and experience to prepare often complex funding applications.
- Regular progress reports help to share the association’s achievements with its members and to present successes to potential donors by showing how individual actions contribute to the achievement of overall goals.

2. DELIVERING ON THE GOALS OF THE ASSOCIATION OF WOMEN POLICE

The future of any AWP rests on its ability to deliver on its goals. This section reflects on some of the ways in which the AWKP has been strengthened by meeting the expectations of its members.

Reflecting members’ needs

The core role of an AWP is to ensure that its activities reflect its members’ needs. To become stronger, the association must deliver demonstrable and tangible benefits to women police which align with the concerns and challenges which prompted the AWP’s initial creation.

From the outset, it is crucial that the AWP addresses the most sensitive issues facing policewomen. In the case

of the AWKP, this included questions related to healthcare and social well-being, which had largely been ignored prior to its creation. By facing these challenging issues head on, the AWKP showed its members that it exists to support women police by serving as a forum where they can raise and discuss issues of concern.

An overview of some of the AWKP’s activities provides an example of the types of initiatives that can be considered (see also Building capacity below) for AWPs elsewhere:

Workshop on work-life balance: In March 2013, 36 members of the AWKP, coming from both uniformed and civilian sections of the police, attended a workshop on work-life balance. The training was supported by UN Women in cooperation with EULEX and the Department of Health of the KP in response to policewomen’s concerns. The first training was followed up by a second workshop in Gjilane region, with 29 policewomen attending.

Health examinations: Women in the KP emphasised that healthcare was one of their main concerns, particularly in the absence of workplace health insurance. As a result, the AWKP started to offer free gynaecological exams for all women in the KP in 2013. This was complemented in December 2014 by a lecture organised by the AWKP in cooperation with the Directorate of Health Services of the KP on Self-examination for breast cancer. These information sessions are an ongoing activity repeated across Kosovo, and combined with free mammography exams for all AWKP members. AWKP members highlighted these tests as one of the main benefits they derive from the association.

Responding to requests for support: While not a complaints organisation, the AWKP responds to individual

CASE STUDY: STUDY VISIT TO SWEDEN

One of the aims of the AWKP at its creation was the opportunity to learn from similar AWPs in other countries. Supported by UN Women, a group of AWKP members visited Sweden in September 2013 and met with local networks of the country’s AWP. Alongside the founders of the AWKP, the General Director of the KP, Chief of the KP Human Rights Office, women police officers in managerial positions and officials from the training and recruitment unit took part in the visit.

The trip allowed AWKP members to see how an AWP becomes functional and to get an insight to how it is managed. Furthermore, it allowed for the sharing of knowledge and experience about the common problems and obstacles facing women in the police. Participants underlined that the visit was beneficial because they could learn from advanced practices.



AWKP representatives met with then US Ambassador in Kosovo, Tracey Ann Jacobson. Photo credit: US Embassy

member's requests for support. It successfully dealt with three requests from policewomen regarding problems with their working conditions and intervened with management to secure the adaptations that would reflect their needs. Rather than present these issues as complaints, the AWKP identified possible solutions and proposed these to the KP management.

Creating opportunities for education:

Another issue raised by AWKP members was a lack of access to higher education, impeding their ability to be promoted to higher ranks. In November 2014, the AWKP signed a mutual cooperation agreement with two prestigious private universities offering study opportunities including bachelor and master degrees. Under the agreements, women in the KP and their immediate families can benefit from preferential financial conditions and free English courses. The AWKP, with support from UN Women, also identified donors for scholarships to support higher education abroad.

Childcare: As established in the 2010 report, the absence of affordable child-care options presents a major challenge for policewomen. With support

from UN Women, the AWKP contacted the Turkish agency for development cooperation for support to establish a pilot kindergarten for the children of women police.

These examples show that the most important activities are not always those initially anticipated, underlining the importance of responding to members' concerns. Mem-

CASE STUDY: SUPPORT TO CAREER DEVELOPMENT

Given the lack of women in decision-making positions in the KP, one of the AWKP's aims is to support women to apply for higher positions. The AWKP – with the support of senior management – developed a range of training and mentoring programmes. For example, the AWKP organised over 40 meetings in police stations focused on career development, as well as trainings in seven regions about the promotion process during 2013-2014. In addition, in February 2014 the AWKP coordinated a team of trainers from the KP that met policewomen who had applied for higher ranking positions. The trainers explained the promotion procedure and discussed how to prepare for the written test.

The association also took steps to encourage women to apply to enter the KP. In collaboration with the OSCE, it organised a series of presentations and meetings to present the KP as an attractive career for women. In conjunction with the AWKP's awareness raising activities, this has contributed to a significant increase in the numbers of women applying to the KP: 1235 women applied to the KP in 2014, compared to just 445 in 2011.



AWKP members shared their experiences with women police in Albania. Photo credit: AWKP archive

bers of the AWKP repeatedly underlined that it was these practical benefits that they most appreciated about the association.

Building capacity

One of an AWP's key aims is building the capacity of policewomen, in particular regarding career development and gender equality in decision-making positions. Several points need to be taken into account:

- A key success factor is building capacity to drive and implement change, both as individuals and as part of the association.
- Another core element is creating a multiplier effect. This can be achieved by a systematic process of sharing new knowledge and skills, for example through the meetings AWKP members hold at the local level after trainings.
- Trainings and their beneficiaries should be detailed in a capacity development plan based on the strategic plan and annual work programmes, which indicates the expected output. Opportunities should be available to all policewomen. For example, the AWKP developed and disseminated among all members a questionnaire about their linguistic competence and courses they have attended in order to select individuals to participate in particular trainings.

- Documenting the impact of capacity development shows whether it needs to be expanded or refined. This should also incorporate information about members' emerging needs.

AWKP members also emphasised that attending trainings provided a valuable opportunity to network with other colleagues from different regions and departments

This reflects the broader capacity that is being built through the daily experience of operating the AWKP. Members of the association highlighted how empowering the process of establishing the AWKP had been, as it had enabled them to gain experience and learn about the qualities they already possess.

Developing partnerships

Partnerships can provide opportunities to learn from other associations, open up potential funding channels and create linkages for joint projects. As such, developing and strengthening relationships with partners is both an aim in itself and a means of attaining other goals.

Based on thorough stakeholder mapping and in line with its strategic plan, a range of mutually beneficial partnerships can be developed. UN Women can provide invaluable help in advocating for different stakeholders' support, as well as offering technical and financial aid for



AWKP participated in the 2015 Annual Conference of IAWP, where AWKP Board Member, Captain Vjollca Hoti, received the IAWP Medal of Honour Award. Photo credit: AWKP

initial meetings and contacts. In this way, UN Women can open doors for women to participate and represent the KP in important events where previously male KP representatives would have attended.

Participating in national, regional and international professional networks was one of the AWKP's main strategic goals. This included:

Joining international networks of AWP: Linking up with international AWP was an early goal of the AWKP, which quickly moved to apply for membership of the International Association of Police Women (IAPW) (see Case study: affiliation to the IAPW below). IAPW membership gives opportunities to learn from and network with other policewomen. For example, participants in early AWKP workshops wanted to learn via study trips to countries with successful associations, which were organised through the IAWP. The AWKP has also become a member of the Women Police Officers Network in South East Europe (WPON).

Linking up with other security sector bodies: Women across the security sector often face similar challenges. The AWKP started to cooperate with other law enforcement agencies after meetings showed interest to work more actively on gender equality among women working in customs, the security forces and correctional services. Building on these links, the AWKP has a key implementing role in the inter-ministerial project Women in Kosovo security institutions, where all uniformed law and secu-

rity agencies gather to raise awareness of women's roles and contribution. The project envisages setting up a joint body to coordinate future women empowerment activities to be carried out by these agencies.

Building up relations with embassies: Bilateral relationships with embassies can be important for securing funding and technical support, especially for specific activities and parts of the organization. For example, the AWKP's strong relationship with the Norwegian Embassy in Kosovo resulted in its funding the AWKP's secretariat in 2015. FA member of the AWKP steering board was offered the opportunity to attend a leadership programme in the US by USAID.

Engaging with international organisations: Engaging with international organisations can create opportunities to participate in international events and trainings. For example, through its engagement with the OSCE Mission in Kosovo, the head and steering board of the AWKP participated in the regional conference Women in the public safety sector in May 2014 in Montenegro. At the event, the leadership of the AWKP presented its objectives, goals, activities and future plans, which led to it being identified as a model of good practice for the region.

Lending support to other AWP: Twinning with other AWP strengthens both partners by creating new opportunities to exchange experiences, good practice and lessons learned. The AWKP has supported the setting up of a Forum of women judges and prosecutors in Kosovo, and

intends to organise joint activities to empower women in these areas. In addition, the AWKP is also supporting women in the Albanian police to establish their own AWP.

Best practice and lessons learned

- The core work of the association should be focused on meeting its members' needs and responding to their concerns, including sensitive and politically difficult issues. This requires regular communication between the leadership and members.
- Practical, local initiatives are often most valued by members. Free medical tests and the opportunity to share experience with other policewomen were highlighted by AWKP members as its greatest success.
- Partnerships with stakeholders should be based on a systematic analysis of relevant stakeholders, their objectives and resources.
- UN Women can act as a 'door opener' facilitating direct meetings between the AWP and potential partners. It can also facilitate the involvement of women police in different forms of meetings and events.
- Integration into regional networks should be complemented with exchanges with other national-level policewomen associations which may be able to share practical suggestions.

- Capacity building activities should be based on a capacity development framework to avoid one-off trainings with no follow up.
- Care must be taken to ensure that women from across different sections, regions and ranks of the police benefit from capacity building to avoid any sense of unfairness or favouritism that in turn would lead to disaffection among the wider membership.
- While organised trainings are important, much development derives from 'learning by doing' and creating opportunities for policewomen to share strategies for overcoming challenges. The AWKP helped its members understand that for women to be empowered, they need to be organised and able to advocate for themselves.

CASE STUDY: AFFILIATION TO THE IAWP

International networks such as the International Association of Women Police (IAWP) provide valuable opportunities for networking and capacity building, through the sharing of experience and expertise.

The AWKP contacted the IAWP in June 2014 and was granted membership in October, making it the first IAWP member from the Balkans. Three AWKP members participated in the annual IAWP conference in Canada from 27 September – 3 October 2014. The participants then shared their experience upon their return, helping to ensure the benefits of attendance were widely spread. At the conference the AWKP offered to host the annual conference in Kosovo in the future.

In addition to the networking opportunities created, membership of the IAWP lends international recognition to AWKP's role and professionalism. This enables the association to take on a more proactive role in supporting the establishment of similar associations in other parts of the security sector as well as in other countries across the region.

RECOMMENDATIONS

Drawing on the experience of the AWKP, this section identifies recommendations for how the process can be replicated and improved elsewhere, grouped around some of the major themes and issues emerging from the report. The recommendations should be read in conjunction with the best practices and lessons learned sections throughout the report.

Reflecting the context

- A strong, reliable baseline of the situation of women in the police is an essential precondition for establishing an AWP. Resources should be allocated for an independent and rigorous study of the challenges women in the police face before the association is created.
- Senior police management should be incorporated from the outset, through regular meetings and updates about progress, and allowing management to contribute expertise. This gives them a stake in the process and is likely to secure their long-term support.
- All actions of the AWP should be based on a continuous needs assessment, which is inclusive of all police sectors, including a range of departments, ranks and regions.
- It is important to link the establishment of an AWP to broader national processes, to secure high-level buy in and support from donors. One option is to include the establishment of an AWP in the national action plan on the implementation of UNSCR 1325. Similarly, the AWP should link to the existing police gender equality framework.

Functionalising the association of women police

- The initial establishment of an AWP should be led by a core group of skilled and committed women. Over time, however, this group should be broadened to ensure that all women have a say. To give a voice to lower ranked women, the association could consider creating a position on the steering board for a representative of more junior women.
- All AWP should set aside adequate resources, including dedicated staff that are not consultants, to support a full-time secretariat to administer the association on a daily basis.
- Operations should be transparent. Minutes of steering board meetings should be publically available, and regular meetings held with the broader membership. Any

major events should be publicised well in advance and open to as many women as possible.

Meeting women's needs

- All decisions and activities should focus on meeting women's needs. This requires not only effective communication, but also the creation of an open and trusting atmosphere in which women feel able to raise sensitive and personal issues.
- Effective cooperation with the police human resources department can help ensure that systematic approaches to supporting women's career advancement are created. For example, an advisory body for the career development of women could be set up. One seat on every promotion panel could also be secured for a female representative.
- Partnerships with the education system, both schools and universities, and the development of special education materials, can help steer more young women to the police.
- As sexual harassment remains a hidden issue in many police forces, associations should draft policies on sexual harassment in cooperation with police management, particularly to assist women in lower ranks who are less able to speak out. This could be accompanied by a box in each police station where staff can report cases of harassment.
- In addition to formal activities, AWP should consider organising social events allowing for informal interaction between women, especially from other communities and minorities.

Communication and awareness raising

- A communication strategy, focussed on internal communication and external communication with the general public, other security sector agencies and partners should be devised. To the extent possible this should be a participatory process.
- Effective and efficient means of internal communication, should use a range of techniques to reach all

policewomen. This communication must be two-way, allowing information to travel down from the leadership and concerns and needs to be passed up from members. Communication should be institutionalized and not reliant on individual commitment.

- External communication should focus on awareness raising suit different audiences. Communication outputs should underline the association's benefits to various stakeholders.

Training and capacity building

- Comprehensive capacity development should focus on members' identified needs and reflects the AWP's objectives, as well as on-going processes within the broader police. Conferences, training and workshops do not contribute to change in institutions unless connected to wider processes of organisational development.
- Women from across different ranks, regions and departments must be offered opportunities to take part in trainings. Wider participation can be facilitated by conducting a survey on policewomen's career and capacity development goals, and tailoring trainings to these needs. A database of participants in capacity building activities should be considered.

- Meetings, retreats and trainings should be held outside the main cities to ensure participation by people in the field and the full attention of those who take part.
- Training and capacity building activities must be accompanied by results indicators assessing the benefits of each activity.

Support from UN Women and other partners

- UN Women can play a crucial catalysing role by providing long-term technical and financial support for the establishment of the AWKP. UN Women's support should be structured according to clear strategic and operational goals, and include an exit strategy.
- UN Women can support by linking with external partners, across different sectors and by promoting collaborative and inclusive decision-making procedures. This support, however, should be sufficiently flexible to respond to the association's changing needs. Over time UN Women should scale back and avoid creating over dependence.
- Mapping of external partners and their interests should be done to set the foundations for effective partnerships.

ANNEXES

ANNEX 1: TIMELINE

The table below sets out the key events in the creation of the AWKP, thus presenting an indicative timeline for the creation of a similar association.

DATE	EVENT
2010	Preparation and publishing of the Report on the position of women in the Kosovo Police
6 September 2011	Exhibition of photos of women police and initial discussions for the establishment of the AWKP
22-23 November 2012	Workshop to support women in the KP to establish the AWKP
8 March 2013	Launch of information clip about AWKP
22-24 April 2013	Strategic planning workshop
11-12 June 2013	Workshop to build capacity of police women as active members or potential members of the AWKP
25-26 June 2013	Workshop on developing a communications strategy
23 July 2013	Adoption of the statute by the General Assembly of the AWKP
1 November 2013	Official launch of AWKP
2 October 2014	AWKP became a member of the IAWP
27 November 2014	Launch of the AWKP's official website

ANNEX 2: METHODOLOGY

The research was conducted using mixed methods and in close cooperation with the UN Women Project Coordinator and the AWKP. It consisted of three main phases:

1. Desk research based on secondary analysis of existing materials provided by UN Women.
2. Primary research in the form of semi-structured interviews with relevant stakeholders, including representatives of the AWKP. Interviewees were identified in close collaboration with UN Women and, to ensure a balanced report, included ordinary members of the AWKP alongside its leadership. The interviews were supplemented by follow up discussions over email and several Skype interviews with selected stakeholders.
3. Synthesis of desk and field research and drafting of the report. The draft report was shared with UN Women for comments, and this feedback was integrated into the final report.

On 3-4 June 2015, two days of individual interviews and focus group discussions were held in Pristina with representatives of the AWKP and relevant stakeholders:

- President Atifete Jahjaga;
- Colonel Taibe Canolli, Head of AWKP and Director of Personnel and Administration of the KP;
- AWKP Steering Committee: Taibe Canolli; Teuta Nimanjani; Branka Vasiljevic; Vjollca Hoti; Lindita Kajtazi; Elmina Mahmuti; Nilgyn Kosova; Aferdita Mikullovc; Florije Hajra;
- Dejan Jankovic, Deputy General Director/Human Resources of the KP;

- Focus group of AWKP members from across Kosovo: Antigona Citaku and Rahime Pirraku (Prishtina Region/ Podujeve and Drenas); Trendelina Maxharraj and Orieta Juniku (Gjakova/Peja Region); Fexhrije Gashi and Mirdita Shyti (Mitrovica South Region); Zijavere Bajrami and Sofije Kozniku (General Police Directorate Prishtina); Elvira Nezirovic and Olivera Tot Kuzmanovic (Mitrovica North Region); Merdita Vula and Antigona Fetaj (Prizren Region);
- Captain Sadik Shefqeti, Legal Office Kosovo Police;
- Flora Macula, Head of Office of UN Women.
- Julia Jaeger, European Coordinator of the International Association of Police Women and retired police officer from the United Kingdom;
- Jane Townsley, President of the International Association of Women Police and retired police officer from the United Kingdom;
- Mimoza Janova, Programme Officer at the Norwegian Embassy.

Extensive email correspondence was exchanged with Teuta Baigora Jasiqi, AWKP secretariat.

In addition, Skype meetings were scheduled with:



KOSOVO PROJECT OFFICE
BREGU I DIELLIT, HYZRI TALLA 26/1
10000 PRISHTINA, KOSOVO

TEL: +381 38 554 645
+381 38 554 651
+381 38 554 654