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RAVNOPRAVNOST POLOVA/AGENCY FOR GENDER EQUALTY

» **INTEGRATED ANNUAL PLANNING SYSTEM
GUIDELINES FOR THE AGENCY FOR GENDER
EQUALITY AND GENDER MECHANISMS IN KOSOVO**

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Table of Contents

ACRONYMS.....	4
EXECUTIVE SUMMARY	5
I. Kosovo Legal Basis on Gender Equality	7
II. Institutional Mechanisms for Gender Equality	10
1. The legal basis of Duties and Responsibilities of the Agency for Gender Equality in Kosovo.....	11
1.1 How is the Agency for Gender Equality Organized?	12
1.2 Who finances the Agency for Gender Equality?	14
2. The legal basis of Duties and Responsibilities of Gender Equality Officers in Kosovo.....	14
2.1 Duties and responsibilities of Gender Equality Officials at the central level	15
2.2 Duties and responsibilities of Gender Equality Officials at the local level ..	16
III. GUIDE.....	18
3. How do Gender Equality Officers reach their goals?	18
3.1 Planning, Financial Resources, and Institutional Development	18
3.2 What to do when policy documents, strategies and actions plans do not address gender equality?	21
3.3 Annual Work Plan Template for Gender Equality Officers with explanations	23
3.4 Sample of an Annual Work Plan Template for the staff of the Gender Equality Agency	25
3.5 Sample of an Annual Work Plan Template for Gender Equality Officers in Central Level	32
3.6 Sample of an Annual Work Plan Template for Gender Equality Officers in Local Level	39
3.7 Coordination, inter-institutional cooperation, and reporting framework ..	46
BIBLIOGRAPHY	51
ANNEX 1: Glossary of Terms - Definition of Gender Terms and Concepts ..	52
ANNEX 2: Gender Mainstreaming Checklist for Projects and Policy Documents	55

ACRONYMS

AGE	Agency for Gender Equality
AWESK	Association of Women in the Energy Sector in Kosovo
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CSO	Civil Society Organization
EUICC	EU Information and Cultural Centre
GEO	Gender Equality Officers
KIESA	Kosovo Investment and Enterprise Support Agency
KIPA	Kosovo Institution for Public Administration
KPGE	Kosovo Program for Gender Equality
LGE	Law on Gender Equality
MAFRD	Ministry of Agriculture Forestry and Rural Development
MED	Ministry of Economic Development
MESP	Ministry of Environment and Spatial Planning
MEST	Ministry of Education Science and Technology
UNSCR 1325	United Nations Security Council Resolution 1325 on Women, Peace, and Security

EXECUTIVE SUMMARY

This guideline aims to provide best practices and standards of integrated planning for gender mechanisms in Kosovo, with a special focus for the Agency for Gender Equality and Gender Equality Officers in central and local level. The guideline was created with the purpose to provide applicable planning tools which will strengthen the integration and interdependencies between the gender mechanism components and to align the gender mechanisms' workforce with the government's priorities, the organization's mission, policy frameworks and budgetary resources. As such, it is expected to lead a supportive workplace and continuous learning culture through planning efforts associated with both employee and organizational learning. The guideline delivers a comprehensive picture of responsibilities and position roles of Gender Equality Officers as well as other managers and officials that are part of the institutions for gender equality and other central public funded entities. Special focus is given to inter-institutional cooperation and coordination, as means of achieving effective delivery of duties and responsibilities.

The guideline employees a user-friendly approach by providing a clear picture of Kosovo's legal framework on gender equality. To provide a hands-on-approach for all its users, the manual is enriched with integrated annual templates for planning, monitoring, and reporting related mechanisms.

The first part of the guideline focuses on the legal framework, listing important international and national laws regarding gender equality. While the second part focuses on institutional mechanisms to achieve gender equality. Taking into consideration the different mandates and responsibilities of gender mechanisms in Kosovo, this document assesses their complexity and delivers them in a straightforward platform by providing sufficient explanation on the legal duties and responsibilities of relevant gender equality institutions and officials.

The third part provides templates that will assist managers and all officials to meet their responsibilities and accountabilities efficiently. The annual planning templates will contribute towards performance improvement in coordination, monitoring and reporting procedures within and between gender equality institutions in Kosovo. The first table provides a general example of an annual work plan with explanations provided for each part of the table. While the following tables use examples of strategies and policies from central and local level to will assist the staff of AGE and the GEOs in central and local level in tailoring their individual annual work plans and meet their annual goals efficiently and effectively.

Finally, to emphasize the importance of using gender mainstreaming as a tool to advance gender equality for officials working on gender equality issues, this guideline provides two annexes. Annex 1 provides a glossary of terms and concepts regarding gender equality. While Annex 2 provides a checklist for gender mainstreaming in policy documents. The checklist is composed of brief questions that seek an answer whether the gender aspect has been incorporated in the composing parts of a policy, project document, or a strategy. Each question is designed in a way to remind the reader to include a specific measure that contributes towards the achievement of gender equality in a particular policy and strategy.



I. Kosovo Legal Basis on Gender Equality

The *Constitution of the Republic of Kosovo* promotes gender equality as a fundamental value for the democratic development of the society, providing equal opportunities for both women and men in the political, economic, social, cultural and other areas of societal life¹. In addition to the constitution, Kosovo has several legal mechanisms that complement its legal framework in the scope of gender equality such as the *Gender Equality Law No. 05/L-020*, *Gender Equality Program of Kosovo (KPGE)*, *National Strategy of the Republic of Kosovo on Protection from Domestic Violence* and *Action Plan 2016-2020*². In addition to this Kosovo's legal framework consists of international legal binding laws such as: the *Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)*³, *United Nations Security Council Resolution 1325 on Women, Peace, and Security (UNSCR 1325)*⁴, *16 Days of Activism Against Gender-Based Violence Campaign* and the *European Union Gender Action Plan 2016-2020*.

The *Gender Equality Law No. 05/L-020* is the main pillar of gender equality in Kosovo which establishes the general and specific legal measures for the promotion of equal rights of women and men. It also indicates the institutions responsible for the implementation of this law as well as other legal documents pertaining to gender equality.

Among others, the Gender Equality Law foresees the *Kosovo Program for Gender Equality* as a guiding document for the advancement of gender equality on a four or five-year long-term period. The Agency for Gender Equality is appointed as the responsible institution to coordinate the process of preparing the Kosovo Program on Gender Equality, monitor its implementation and report annually to the Government of the Republic of Kosovo regarding its implementation. The Government reviews and approves the Kosovo Program on Gender Equality and reports annually to the Assembly for its implementation.⁵

¹Constitution of the Republic of Kosovo. *Official Website of the Prime Minister's Office of the Republic of Kosovo*. <<http://www.kryeministri-ks.net/repository/docs/Constitution1Kosovo.pdf>>. Last accessed on: 26.06.2018

²The Republic of Kosovo, Ministry of Justice, *National Strategy of the Republic of Kosovo on Protection from Domestic Violence and Action Plan (2016-2020)*, (Pristina, 2016).

³ UN General Assembly, *Convention on the Elimination of All Forms of Discrimination Against Women*, 18 December 1979, United Nations, Treaty Series, vol. 1249, p. 13.

⁴ UNSCR UN Security Council, *Security Council resolution 1325 (2000) [on women and peace and security]*, 31 October 2000, S/RES/1325 (2000), <<https://documents-dds-ny.un.org/doc/UNDOC/GEN/N00/720/18/PDF/N0072018.pdf?OpenElement>>. Last accessed on 26.06.2018

⁵ Law No. 05/L-020 on Gender Equality in Kosovo, *Official Gazette of the Republic of Kosovo*, (2015), Art.11. <<https://gzk.rks-gov.net/ActDetail.aspx?ActID=10923>>. Last accessed on 26.06.2018.

The National Strategy of the Republic of Kosovo on Protection from Domestic Violence and Action Plan 2016-2020 is an important strategy whose vision is to ensure a life without fear or threat from domestic violence for all its citizens, adults and children, create a society that protects persons from violence, holds the perpetrators responsible, and reduces the tolerance of the public against violent acts.”⁶

The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) of the UN Security Council is the first resolution that addresses how armed conflicts affect women, men and children differently. Acknowledging that women and girls are mostly victims of sexual and gender-based violence in armed conflicts, this resolution calls for the integration of a gender perspective in situations of armed conflicts, repatriation and resettlement, rehabilitation, reintegration, and post-conflict reconstruction. This resolution also advocates for the inclusion of women in peace negotiations as well as in post-conflict reconstructions processes.⁷

16 Days of Activism Against Gender-Based Violence Campaign is an international campaign that has instigated a global movement to raise awareness and call for the elimination of all forms of violence against women. The campaign is organized every year from November 25th (the International Day Against Violence Against Women) to December 10th (the International Human Rights Day) advocating globally that violence against women is a violation of human rights. Until now 5,179 organizations in approximately 187 countries have participated in the 16 Days Campaign since 1991 and Kosovo is one of them.⁸ The Agency for Gender Equality together with international and local organizations organize a range of activities around Kosovo that are related to the topic selected for the given year.

European Union Gender Action Plan 2016-2020 (GAP II) is EU's guiding document that promotes Gender Equality and Women's Empowerment in external relations in third and partner countries, as well as in international forums and agendas. This document is significant, as it constitutes the manifestation of the principles related to gender parity outlined in the new European Consensus on Development.⁹ The

⁶ The Republic of Kosovo, Ministry of Justice, *National Strategy of the Republic of Kosovo on Protection from Domestic Violence and Action Plan (2016-2020)*, (Pristina, 2016).

⁷ UNCSR UN Security Council, *Security Council resolution 1325 (2000) [on women and peace and security]*, 31 October 2000, S/RES/1325 (2000), < <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N00/720/18/PDF/N0072018.pdf?OpenElement>>. Last accessed on 26.06.2018

⁸ “What Is the 16 Days of Activism Against Gender-Based Violence Campaign?” *Website of the Center for Women's Global Leadership at Rutgers University*, <<http://16dayscwgl.rutgers.edu/about/campaign-profile>>. Last accessed on 23.06.2018

⁹ “Council Conclusions on the Gender Action Plan 2016-2020.” *EU Trade Agreements - Consilium*, Council of the EU (2015), <www.consilium.europa.eu/en/press/press-releases/2015/10/26/fac-conclusions-gender-development/>. Last accessed on 26.06.2018

goals envisioned in this document are also interrelated with the Sustainable Development Goals (SDGs) and their successful achievement.

In addition to the general provisions set forth in the aforementioned documents, a number of sub-legal acts have been created in order to regulate specifically the functioning of the Agency for Gender Equality, Gender Equality Officers in local and central level, as well as all other governmental bodies working towards gender equality.

The purpose of the *Regulation No. 06/2017 on Internal Organization and Systematization of Jobs in the Agency of Gender Equality* is to determine the responsibilities and internal structure of the Agency on Gender Equality. This document describes in detail the duties and responsibilities of the Chief Executive Officer of the Agency for Gender Equality, employees in the office of Chief Executive Officer, its divisions, planning and reporting procedures, financial resources, inter-institutional coordination and cooperation and other related provisions.

Regulation No. 12/2016 on Duties and Responsibilities of Relevant Officials for Gender Equality in Ministries and Municipalities aims to determine the duties, responsibilities, process of reporting and cooperation between the Agency for Gender Equality and Gender Equality Officers in ministries and municipalities. This regulation describes in detail the institutional mechanisms for gender equality, duties and responsibilities of officials in ministries and municipalities, inter-institutional and international cooperation, planning, reporting, financial resources and institutional development.

The Internal Strategy of Communication for the Advancement of Gender Equality in Kosovo aims for to achieve a professional and efficient communication with the targeted audience by increasing the level of information regarding gender equality in all societal segments. This strategy has envisaged recommendations and activities that aim to advance inter-institutional communication (horizontal and vertical); to empower AGE for the successful implementation of the Kosovo Program for Gender Equality; and to provide effective support to Kosovo institutions in integrating a gender perspective across all areas, at central and local level.



II

II. Institutional Mechanisms for Gender Equality

To ensure the proper implementation of the legal framework regarding gender equality in the Republic of Kosovo, the following gender institutional mechanisms have been set in place:

Parliamentary Committee on Human Rights, Gender Equality, Missing Persons and Petition

Is a permanent Committee of the Kosovo Assembly which reviews and proposes amendments to draft laws regarding human rights, gender equality, and missing persons. The committee is also responsible to monitor the implementation of the existing laws.¹⁰

Agency for Gender Equality, Office of Prime Minister

Is an executive agency which operates under the Office of the Prime Minister rendering gender equality an important element in the political agenda. AGE is mandated as the main central institutional body responsible to promote, coordinate and oversee the implementation of gender equality measures in the Republic of Kosovo.

Gender Equality Unit of the Ombudsperson Institution

Accepts complaints about gender-based discrimination in the areas of employment, education, ownership, domestic violence, victim and housing protection, and at the same time initiates legal procedures that provide access to the judicial system for the persons who have been discriminated.

Gender Equality Officers (GEO) in line ministries and municipalities

Gender Equality Officials in Ministries and Municipalities are the main actors responsible for coordination, implementation, integration, monitoring, and promotion of gender equality in central and local governmental institutions and in all public policies of the Republic of Kosovo.

¹⁰ "Commission on Human Rights, Gender Equality, Missing Persons and Petitions.", *Official Website of the Assembly of the Republic of Kosovo*, <www.kuvendikosoves.org/?cid=2,110,133>. Accessed on 22.06.2018

Given that this guideline is compiled with the purpose to serve the Agency for Gender Equality and Gender Equality Officers, the following content of this guideline will focus mainly on duties, responsibilities, and templates for Gender Equality Officers in ministerial and municipal level.

1. The legal basis of Duties and Responsibilities of the Agency for Gender Equality in Kosovo






Article 8, of the Gender Equality Law No. 05/L-020, assigns the following responsibilities to the Agency for Gender Equality	
1.1	Promote, support, coordinate and implement the provisions of this law and sub-legal acts issued in accordance with this law
1.2	Propose to the Government amendments/supplementations of laws and sub-legal acts, and the approval of other measures to implement the LGE, in accordance with applicable legal procedures
1.3	Identify and/or draft policies which promote gender equality and monitor their implementation
1.4	Participate in the preparation of laws, sub-legal acts, strategies, and programs to ensure gender mainstreaming and gender budgeting is implemented
1.5	Lead the process of implementation for the Convention on the Elimination of All Forms of Discrimination against Women and prepare reports on the implementation of international obligations/laws concerning gender equality
1.6	Cooperate with public institutions and relevant officials regarding gender equality in the ministries and municipalities to ensure effective implementation of the provisions of the present Law
1.7	Cooperate with civil society organizations
1.8	Organize training for the inclusion of gender mainstreaming and gender budgeting for institutions

1.9	Analyze the status of gender equality in Kosovo conducting research and studies, and present the findings in annual reports, special reports, guidelines, codes of conduct, opinions, provide recommendations to relevant authorities and publish the results
1.10	Take measures with the aim of raising awareness on gender equality
1.11	Take adequate measures to promote equal gender treatment in cooperation with the social partners, through the development of social dialogue for employees and employers on issues of particular importance which relate to the realization of their rights regarding employment, social well-being, and other professional issues
1.12	Report to the Government on the implementation of the LGE for the previous year, no later than the end of March ¹¹

1.1 How is the Agency for Gender Equality Organized?

The Agency for Gender Equality operates under the Office of the Prime Minister. It is led by the Chief Executive who is responsible for the administration, operation, and management of the Agency. The organizational structure and functioning of the Agency is regulated by *Law No. 05/L -020 on Gender Equality, Regulation no. 06/2017 on Internal Organization and Systematization of Jobs in the Agency of Gender Equality and the Regulation no. 06/2017 on Internal Organization and Systematization of Jobs in the Agency of Gender Equality*.

AGE consists of the following divisions:

-  Office of the Chief Executive of the Agency
-  Division for Administration, Budget and Finance
-  Division for Monitoring, Reporting and Research
-  Division for Cooperation and Coordination
-  Division for Legislation

¹¹ Law No. 05/L -020 on Gender Equality in Kosovo, *Official Gazette of the Republic of Kosovo*, (2015), Art.8. <<https://qzk.rks-gov.net/ActDetail.aspx?ActID=10923>>. Last accessed on 26.06.2018.

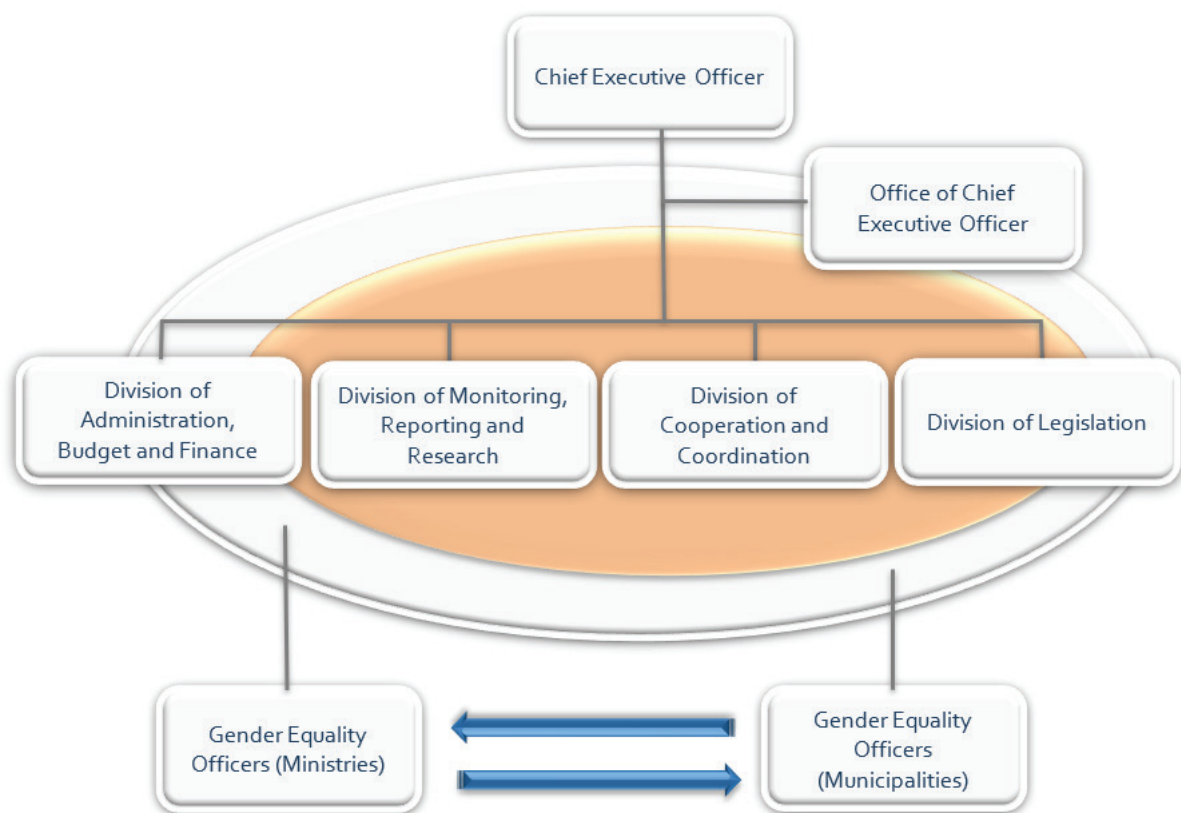


Table 1. Organizational Structure (organogram) of the Agency for Gender Equality





1.2 Who finances the Agency for Gender Equality?

The funds for the operation of the Agency on Gender Equality are provided from the budget of the Republic of Kosovo. In addition, AGE can accept donations from local and international donors in order to advance gender equality issues in Kosovo. However, AGE can accept these donations only if they do not interfere with its financial independence or affect its rights from the Budget of the Republic of Kosovo, or if they do not contradict the current legislation in force. All donations received from donors should be made available to the public¹².

AGE is responsible to manage and coordinate public policies with funding of international institutions in the field of gender equality and gender mainstreaming when developing its programs. AGE can sign agreements, contracts, memorandums of cooperation and understanding on the purchase of goods and services, transfer of funds, exchange of experiences and sharing of information, withdraw of technical assistance, qualification of personnel, and benefiting funds from public and international institutions for the fulfillment of responsibilities and implementation of public policies.¹³

2. The legal basis of Duties and Responsibilities of Gender Equality Officers in Kosovo

The Law on Gender Equality is the first legal mechanism that lays the ground for duties and competencies of Gender Equality Officers. According to Article 12 of the LGE, the main duties and responsibilities of GEOs in central and local level are:

-  Coordinate the implementation of the Gender Equality Law and of the Kosovo Program for Gender Equality
-  Perform gender mainstreaming and gender budgeting in the process of drafting and implementing policies;
-  Cooperate with the Agency for Gender Equality and other relevant actors in the field of gender equality.
-  Prepare annual reports on the implementation of the Kosovo Program for Gender Equality and other reports that will be submitted to the AGE¹⁴

¹² Ibid. Art. 10

¹³ Ibid. Art. 15

¹⁴ Ibid. Art. 12

The Regulation No. 12/2016 On Duties and Responsibilities of Relevant Officials for Gender Equality in Ministries and Municipalities which was amended in 2016, provides specific competencies and accountabilities for both GEOs in central and local level.

2.1 Duties and responsibilities of Gender Equality Officials at the central level

Responsibilities of the Gender Equality Officers in line ministries are regulated with the Article 9 of the Regulation No. 12/2016 on Duties and Responsibilities of Relevant Officials for Gender Equality in Ministries and Municipalities.

2.1	Provide professional advice and recommendations to the High Administrative Leader on the drafting of gender policies and integration of the gender component in strategic documents and curricula expressed through specific activities or integrated through gender indicators and gender budgeting
2.2	Participate and contribute in drafting of public policies at the institutional level, within working groups created specifically for such initiatives
2.3	Coordinate, implement, monitor and report to the institution he/she works on activities deriving from the Gender Equality Program for Kosovo in accordance with the responsibilities defined in the program
2.4	Collect and process both quantitative and qualitative gender desegregated data regarding the implementation of the Law on Gender Equality, Gender Equality Program for Kosovo and all strategies and curricula being implemented by the respective ministry
2.5	Ensure that institutional reports contain/provide gender desegregated data
2.6	Provide quality reports to the Agency for Gender Equality, in accordance with criteria and standards set for reporting, on all public policies approved the by Government of Kosovo, which is led by AGE and other relevant institutions
2.7	Participate in the annual planning of priorities and institutional budget, and make sure that gender equality activities and principles are integrated in the institutional annual planning documents

2.8	Draft her/his annual plan in accordance with recommendations and decisions issued by the Ministry of Finance, AGE and Government's decisions on planning, and provide sufficient budget for their implementation
2.9	Promote public policies on gender equality issues to civil servants and other employees and identify training needs in the institution where they work
2.10	Advices the Human Resources Unit (in the ministry where he/she works) regarding gender equality criteria used in the employment process by providing equal access to women and men in accordance with the legislation in force
2.11	Cooperate with NGOs and other potential local and international partners, in coordinating activities between institutions, providing financial resources for the implementation of public policies and institutional capacity building

2.2 Duties and responsibilities of Gender Equality Officials at the local level

Responsibilities of the Gender Equality Officers in municipalities are regulated with Article 10, of the Regulation No. 12/2016 On Duties and Responsibilities of Relevant Officials for Gender Equality in Ministries and Municipalities

2.1	Provide professional advice and recommendations to the Mayor of the Municipality when drafting gender policies and integrate a gender mainstreaming perspective in strategic documents and curricula by introducing specific activities or gender indicators and gender budgeting
2.2	Participate and contribute in drafting of public policies at the institutional level, within working groups created specifically for such initiatives
2.3	Coordinate, implement, monitor and report to the institution he/she works on activities deriving from the Gender Equality Program for Kosovo in accordance with the responsibilities defined in the program
2.4	Collect and process both quantitative and qualitative gender desegregated data regarding the implementation of the Law on Gender Equality, Gender

	Equality Program for Kosovo and all strategies and curricula drafted by the municipality or the central level
2.5	Ensure that institutional reports contain/provide gender desegregated data
2.6	Provide quality reports to the Agency for Gender Equality, in accordance with criteria and standards set for reporting, on all public policies approved the by Government of Kosovo and international conventions
2.7	Participates in annual planning of priorities and institutional budget, and makes sure that gender equality activities and principles are integrated in the municipal annual planning documents
2.8	Drafts his/her annual plan in accordance with recommendations and decisions issued by the Ministry of Finance, AGE and Government's decisions on planning, and ensures sufficient budget for their implementation
2.9	Promotes public policies on gender issues to civil servants and identifies training needs in the institution where they work
2.10	Advices the Human Resources Unit (in the municipality where he/she works) regarding gender equality criteria used in the employment process by providing equal access to women and men in accordance with the legislation in force
2.11	Cooperates with NGOs and other potential local and international partners, in coordinating activities between institutions, providing financial resources for implementation of public policies and for institutional capacity building



III

III. GUIDE

3. How do Gender Equality Officers reach their goals?

All Ministries and Municipalities in Kosovo must appoint Officers for Gender Equality as per the LGE Article 12. Officers for Gender Equality in Ministries and Municipalities work under direct authority and supervision of the Senior Manager of certain Ministry or certain Municipality. ¹⁵The Gender Equality Officers shall, in close coordination with managers of departments/directorates and other structures that operate under the authority of the ministry/municipality undertake initiatives and participate in activities that promote the integration of gender equality in all policies, programs, activities, and functions of the institutions.

3.1 Planning, Financial Resources, and Institutional Development

Every year, Gender Equality Officials need to create their individual annual work plan with specific goals and activities they want to achieve for the respective year. The annual plan is reviewed and approved by the AGE.

The individual annual work plan should be based on the current Kosovo Program for Gender Equality (KPGE) and other strategic documents relevant to the institution where the GEOs are engaged. ¹⁶



The GEOs appointed in line ministries should base their individual annual plan on the KPGE and on the guiding strategy and action plan of the respective ministry.


The GEOs in municipalities need to create their annual individual plan based on the KPGE and in the strategic documents of the municipality such as the Municipal Budget Plan, the Municipal Work Plan and various developmental strategies of the respective municipality (ex. Socio-Economic Development Strategy, Environmental Strategy, Urban Development Plan etc.)

¹⁵ Regulation (GRK) No. 12/2016 on Duties and Responsibilities of Relevant Officials for Gender Equality in Ministries and Municipalities, *Official Gazette of the Republic of Kosovo*, (2016), <<https://gzk.rks-gov.net/ActDetail.aspx?ActID=12897>>. Last accessed on 26.06.2018


¹⁶ Regulation (GRK) No. 12/2016 on Duties and Responsibilities of Relevant Officials for Gender Equality in Ministries and Municipalities, *Official Gazette of the Republic of Kosovo*, (2016), Art.6. <<https://gzk.rks-gov.net/ActDetail.aspx?ActID=12897>>. Last accessed on 26.06.2018

Usually, the strategic documents in line ministries are created in a long-term period from three to five years. While, in municipalities, the Budget Plan and the Work Plan are created in a three-year period template, but the municipality approves the Budget Plan and Work Plan on yearly basis.


It is very important for both, GEOs in line ministries and those in municipalities to be part of the meetings where these strategic documents and yearly work plans are created. Active participation in these meetings provides opportunities for GEOs to integrate gender mainstreaming and gender budgeting in all strategic activities and work plans from the beginning (before the document starts to be implemented). In a long-term vision, this also simplifies the work of GEOs, since it will be easier to create the Annual Individual Plan for Gender Equality when the strategic documents of the ministry/ municipality have been previously consolidated with gender mainstreaming and gender budgeting methodologies.

	<i>When analyzing the relevant strategic documents and action plans, the GEO should first highlight the goals, activities, and results that have been planned to be achieved for the respective year.</i>
Example	<p><i>The GEO appointed in the Ministry of Education Science and Technology (MEST) will analyze the current strategy of MEST - Kosovo Education Strategic Plan 2017-2021 and its Action Plan.</i></p> <p><i>Activity 6.2.2. of this Action Plan foresees the "Creation of an incentive mechanism by the government and businesses to support education in deficit trades, and for women in technical trades". The Action Plan foresees the distribution of 45 scholarships in 2019. The GEO will include this in her/his annual work plan since it is related to gender issues and she/he will make sure to contact the respective division in MEST with the request to contribute to the process with her knowledge and expertise in gender equality issues.</i></p>
Note	<i>During this phase, make sure to analyze the Internal Strategy of Communication for the Advancement of Gender Equality in Kosovo and select the activities where GEOs are planned to participate as organizers or participants.</i>

When selecting the activities, the GEO should take into consideration the current political, economic, social and other important circumstances that might affect the achievements of goals and the implementation of the activities of the GEO. This will help to make a realistic assessment of the achievement of goals, activities and expected results. During this phase, the GEOs need to consult the Agency for Gender Equality and other parties involved in the implementation of activities, in order to plan activities together and consolidate their work regarding the implementation of KPGE and other strategic documents. Gender Equality Officials must inform AGE for activities they plan to organize 15 to 30 days in advance.

	<p><i>After the GEO has set the preliminary goals, activities, and results to be achieved for that year - the next step is to estimate the financial costs. During this phase, the GEO should check if the activities from the strategic documents have been budgeted from the institution she/he works for, to AGE or to another institution. Depending on how the activities have been budgeted, the GEO should create a final list of activities and results to be achieved for the respective year with realistic calculations of finances and estimation of their implementation period.</i></p>
<p>Note</p>	<p><i>Regulation No. 12/2016 on Duties and Responsibilities of Relevant Officials for Gender Equality in Ministries and Municipalities, Article 7.1 explicitly states that "sufficient funding from Kosovo's budget must be allocated to Gender Equality Officials to carry out certain duties and responsibilities for the advancement of gender equality issues. These financial resources will be allocated in full compliance with annual activities foreseen in the working plans of officials. 17</i></p>

Additionally, the GEOs can benefit from funding of international institutions supporting activities regarding gender equality. However, to ensure transparency of the process, the funds and activities should be made available to the public.

	<p><i>Gender Equality Officers are entitled to propose and participate in capacity building activities in the field of gender equality and beyond. These activities should be reflected in their Individual Annual Work Plan.</i></p>
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¹⁷ Ibid, Art.7

Example

GEOs can propose a capacity building training on communication skills, public relations and social media

Given that some of the capacity building activities will be organized by other parties (ex. international organizations) and it is not possible to know the exact number and duration of these activities, the GEOs should plan ahead, at the beginning of the year how many capacity building activities they will attend in total. This will then help to plan other activities/ initiatives which are assigned to their role as Gender Equality Officers within their institution.

When drafting the individual annual work plans, GEOs need to take into consideration the activities planned and undertaken by international institutions which foresee cooperation with GEOs and include them in their individual annual work plans.¹⁸ In addition, it is crucial for GEOs to make sure that civil society organizations whose work is focused on gender equality issues to be included in all planning activities.

3.2 What to do when policy documents, strategies and actions plans do not address gender equality?

It is probable for GEOs and other officials working on gender equality to come across policies, strategies, action plans and other strategic documents that do not address gender equality at all. In other situations, gender equality might be mentioned only as a cross-cutting issue of the document but with no specific objectives and activities planned to achieve it. This is no situation for discouragement. Instead, it should be seen as an opportunity to use “gender mainstreaming” as a practical methodology to achieve gender equality.

Gender mainstreaming is a methodology used to integrate a gender perspective in the design, implementation, monitoring, and evaluation of policies, regulatory measures, and spending programmes. It relates to the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels.¹⁹ Gender mainstreaming provides analytical tools to analyze the differences between and among women

¹⁸ Ibid, Art.5

¹⁹ United Nations, Report of the Social and Economic Council, (1997). [Chapter IV, Coordination Segment, Mainstreaming the Gender Perspective into all policies and programmes in the United Nations system].1997, p.24. [http://undocs.org/A/52/3/REV.1\(SUPP\)](http://undocs.org/A/52/3/REV.1(SUPP))

and men, in terms of distribution of resources, opportunities, constraints, and power in different contexts.

For more information regarding how to make use of gender mainstreaming in policy and project assessments, please see *Annex 2* of this document: *Gender Mainstreaming Checklist for Projects and Policy Documents*.

3.3 Annual Work Plan Template for Gender Equality Officers with explanations

The following table provides a template that can be used by Gender Equality Officers in Central or Local level to plan ahead their annual work plan. The parts highlighted with orange color provide an explanation for each section of the template to be completed by the GEO. Remember to delete these explanations before you submit the document to your supervisor or before making it available to the public. Adjust the table by adding or removing columns depending on the number of goals and activities planned.

Annual Action Plan for Gender Equality Officers

Name of the GEO: Write your name and surname here	Municipality/Ministry: Write the name the Municipality/Ministry where you work	Year: Write the year for which you are filling out the annual work plan
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GOAL 1: Write your first goal statement here. The goal statement should clearly state in 1-2 sentences what is the main goal related to gender equality that you want to achieve within a year in the position as Gender Equality Officer / Official working in the Agency for Gender Equality

Activity <i>In the columns below write the activities that you want to organize which will help you achieve Goal 1. Use one column per activity. Add as many columns as needed.</i>	Department to seek support from <i>Write the name of the departments within your institution that you need to seek help/ cooperation in order to organize the activity. In case it's an organization- write the name of the organization.</i>	Target group/ beneficiaries <i>Write the target group for this activity/ who will be the people or institutions that will benefit after the activity has been implemented successfully.</i>	Implementing period <i>Write the start and end date of the activity. Make sure to include the days you will need for planning and preparations. If you are not sure of the exact date, make sure to write a preliminary date which you can adjust later.</i>	Resources Required <i>Write all the resources needed to implement the activity. # of staff, equipment, venue etc.</i>	Budget Required <i>Write below the amount of budget needed to implement each activity.</i>	Desired Outcome/ Expected Results <i>Write what kind of outcome or result you expect to happen after the implementation of each activity.</i>	Strategic Document in line with the activity <i>Write the strategies/ documents to which the activity is related Ex. Kosovo Program for Gender Equality or Municipal Action Plan, Municipal Socio-Economic Development Plan etc.</i>

GOAL 2: Write your second goal statement here. The goal statement should clearly state in 1-2 sentences what is the main goal of gender equality that you want to achieve within a year in the position as Gender Equality Officer / Official working in the Agency for Gender Equality

Activity <i>In the columns below write the activities that you want to organize which will help you achieve Goal 1. Use one column per activity. Add as many columns as needed.</i>	Department to seek support from <i>Write the name of the departments within your institution that you need to seek help/ cooperation in order to organize the activity. In case it's an organization- write the name of the organization.</i>	Target group/ beneficiaries <i>Write the target group for this activity/ who will be the people or institutions that will benefit after the activity has been implemented successfully.</i>	Implementing period <i>Write the start and end date of the activity. Make sure to include the days you will need for planning and preparations. If you are not sure of the exact date, make sure to write a preliminary date which you can adjust later.</i>	Resources Required <i>Write all the resources needed to implement the activity. # of staff, equipment, venue etc.</i>	Budget Required <i>Write below the amount of budget needed to implement each activity.</i>	Desired Outcome/ Expected Results <i>Write what kind of outcome or result you expect to happen after the implementation of each activity.</i>	Strategic Document in line with the activity <i>Write the strategies/ documents to which the activity is related Ex. Kosovo Program for Gender Equality or Municipal Action Plan, Municipal Socio-Economic Development Plan etc.</i>

3.4 Sample of an Annual Work Plan Template for the staff of the Gender Equality Agency

The table below provides an example of an Annual Work Plan template for the officials working in the Gender Equality Agency. This table provides an example of how an Annual Action Plan for the Senior Officer for Cooperation at the Agency for Gender Equality.

Annual Action Plan for the staff of the Gender Equality Agency							
Name of the person:		Position within the AGE:			Year: 2019		
		<i>X Officer for Cooperation,</i> <i>X Division for Cooperation and</i> <i>X Coordination</i> <i>X</i> <i>X</i> <i>X</i> <i>X</i> <i>X</i>					
GOAL 1: <i>Establish successful cooperation and provide clear guidance for GEOs in line ministries and municipalities.</i>							
Activity	Department to seek support from	Target group/beneficiaries	Implementing period	Resources Required	Budget Required	Expected Results	Strategic Document in line with the activity

Activity 1.1: Create a specific strategy for 2019 in cooperation with GEOs in ministries and municipalities regarding gender mainstreaming in relevant policies and other documents of ministries and municipalities	Division for Cooperation and Coordination	GEOs	15 Jan. – 2019 30 Dec. – 2019	This activity does not have any costs	0 €	The strategy of cooperation with GEOs regarding gender mainstreaming for 2019 has been created	Regulation No. 06/2017 on Internal Organization and Systematization of Jobs in Agency on Gender Equality Kosovo Program for Gender Equality
Activity 1.2: Communicate with GEOs and schedule meetings with each of them regarding gender mainstreaming	/	GEOs	On-going throughout the year	This activity does not have any costs	0 €	Meetings with GEOs regarding gender mainstreaming have been scheduled	Regulation No. 06/2017 on Internal Organization and Systematization of Jobs in Agency on Gender Equality Kosovo Program for

							Gender Equality
Activity 1.3: Provide guiding sessions for GEOs preparing work plans and drafting budgets during the period of drafting and planning the budget for the coming year in order	Division for Cooperation and Coordination	GEOs	On-going	<p>The venue for the sessions to be secured</p> <p>Drinks and food for 40-50 people need to be purchased</p> <p>Materials to be prepared</p>	450 €	XX sessions provided for GEOs regarding the preparation of work plans and budgets	<p>Regulation No. 06/2017 on Internal Organization and Systematization of Jobs in Agency on Gender Equality</p> <p>Kosovo Program for Gender Equality</p>

Activity 1.4: Inform GEOs about the annual priorities of public policies within the deadlines set for their inclusion in work plans of relevant institutions	Office of Chief Executive Officer, all divisions	GEOs	On-going	<p>The venue for the meetings to be secured</p> <p>Drinks and food for 40-50 people need to be purchased</p> <p>Materials to be prepared</p>	450 €	GEOs are informed about the annual priorities of public policies	<p>Regulation No. 06/2017 on Internal Organization and Systematization of Jobs in Agency on Gender Equality</p> <p>Kosovo Program for Gender Equality</p>
Activity 1.5: Draft and update the activities calendar of the GEOs	/	GEOs	On-going	This activity does not have any costs	0 €	The calendar of activities of the GEOs is drafted and updated regularly	Regulation No. 06/2017 on Internal Organization and Systematization of Jobs in Agency on

							Gender Equality Kosovo Program for Gender Equality
GOAL 2: <i>Monitor the work of GEOs in line ministries and municipalities and assist them in the reporting procedures of the AGE</i>							
Activity	Department to seek support from	Target group/beneficiaries	Implementing period	Resources Required	Budget Required	Expected Results	Strategic Document in line with the activity
Activity 2.1: In cooperation with AGE Divisions, to review the fulfillment of the plan of activities of GEOs and provide recommendations and relevant suggestions for implementing their work plan.	AGE Divisions	GEOs	On-going	This activity does not have any costs	0 €	Recommendations and suggestions provided and GEOs show good results in implementing their work plans	Regulation No. 06/2017 on Internal Organization and Systematization of Jobs in Agency on Gender Equality Kosovo Program for Gender

							Equality
Activity 2.2: Follow the activities of GEOs in ministries and municipalities by visiting them.	Division of Monitoring, Reporting, and Research	GEOs	On-going throughout the year	Travel expenses	300 €	Attended XX activities of GEOs	Regulation No. 06/2017 on Internal Organization and Systematization of Jobs in Agency on Gender Equality Kosovo Program for Gender Equality
Activity 2.3: Reviews and provides recommendations and	Division of Monitoring, Reporting, and Research	GEOs	On-going	This activity does not have any	0 €	Review and recommendations provided for three AGE	Regulation No. 06/2017 on Internal Organization and

coordinates the process of final comments and recommendations on work plans/programmes of three AGE Divisions, specifically for monitoring, reporting, legislation and cooperation on plans/programmes of work of Gender Equality Officers	h, Division for Legislation, Division for Cooperation and Coordination			costs		divisions	Systematization of Jobs in Agency on Gender Equality Kosovo Program for Gender Equality
Activity 2.4: Contribute to the drafting of AGE reports throughout the year	Division OF Monitoring, Reporting, and Research	AGE, GEOs	On-going	This activity does not have any costs	0 €	Contribution provided for AGE reports	Regulation No. 06/2017 on Internal Organization and Systematization of Jobs in Agency on Gender Equality

							Kosovo Program for Gender Equality
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3.5 Sample of an Annual Work Plan Template for Gender Equality Officers in Central Level

Annual Action Plan for Gender Equality Officers in Line Ministries							
Name of the GEO:		Municipality/Ministry: <i>Ministry Economic Development</i>		Year: <i>2019</i>			
V J O S A I M E R I							
GOAL 1: Promote and implement gender mainstreaming within the Ministry of Economic Development with the special focus in the Department of Energy							
Activity	Department to seek support from	Target group/beneficiaries	Implementing period	Resources Required	Budget Required	Expected Results	Strategic Document in line with

Name of the GEO:	Municipality/Ministry: <i>Ministry</i>	Year: <i>2019</i>
V J O S A I M E R I	<i>Economic Development</i>	

GOAL 1: Promote and implement gender mainstreaming within the Ministry of Economic Development with the special focus in the Department of Energy

Activity	Department to seek support from	Target group/beneficiaries	Implementing period	Resources Required	Budget Required	Expected Results	Strategic Document in line with
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							the activity
Activity 1.1: Organize a series of training sessions on gender mainstreaming about the staff of the ministry, with a special focus on the staff that is engaged in the main projects for energy within the ministry	Minister's Cabinet, Office, Office of the Secretary-General, Department of Energy, Energy Policies Division, Department of Finance and General Services	The staff of the following divisions: Department of Energy, Energy Systems Division, Renewable Energy Sources, Efficiency and Cogeneration, Energy Policies Division, Technical Standards and Regulation Division	15 Jan. 2019-3 Mar. 2019	Venue secured within the premises of the Ministry or (EUICC which offers the venue for free) Projector and Laptop from the Ministry Drinks and food for 40 people need to be	300 €	The targeted staff of the ministry has adequate knowledge on the gender mainstreaming process and they are more aware of the importance of gender mainstreaming in policies and documents of the municipality	Kosovo Program for Gender Equality

				<p>purchased</p> <p>Materials to be prepared</p>			
Activity 1.2: Organize a two-day training on collecting gender desegregated within the ministry	Minister's Cabinet, Office of the Secretary-General, Legal Department	The staff of the following departments: Dep. of Energy, Legal Dep., Dep. of Finance and General Services, Dep. of European Integration, Policy Coordination and Economic Dev., Dep. of Mining, Dept. of Post-Telecommunications and Info.	3 Apr. 2019 – 5 May 2019	<p>Venue secured within the premises of the Ministry or (EUICC which offers the venue for free)</p> <p>Projector and Laptop from the Ministry</p> <p>Drinks and food for 40 people</p>	300 €	The targeted staff has adequate knowledge in collecting gender desegregated data within the ministry and they are ready to start the process of data collection within the ministry	Kosovo Program for Gender Equality

				e need to be purch ased Meeti ng mater ials			
Activity 1.3: Lead the process of collecting gender desegregated data	Minister's Cabinet, Office of the Secretary-General	All main departments of the Ministry	On-going	This activity does not have any costs	0 €	There is a clear and communication and cooperation among the staff of the ministry and they all collect gender desegregated data	Kosovo Program for Gender Equality
Activity 1.4: Integrate a gender perspective in the	Minister's Cabinet, Office of the Secretary	Minister's Cabinet, Office of the Secretary-General, All main	On-going	This activity does not have any	0 €	The projects of the ministry have a gender	Kosovo Program for Gend

projects of the ministry (ex. Kosovo Energy Efficiency & Renewable Energy Project) <i>See ANNEX 2 to help you with the process of gender mainstreaming</i>	y-General, All main departments of the Ministry	departments of the Ministry		costs since it entails only meetings that can be held within the municipal premises		perspective integrated into their main framework.	er Equality
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GOAL 2: Promoting the profession in the energy sector among women and supporting women in the energy workforce

Activity	Department to seek support from	Target group/beneficiaries	Implementing period	Resources Required	Budget Required	Expected Results	Strategic Document in line with the activity
Activity 2.1: Regular meetings with the Association of Women in the	Association of Women in the Energy Sector in Kosovo (AWESK)	Members of the Association of Women in the Energy Sector	On-going	Meeting materials Travel Costs	100 €	The Ministry, GEO, and AWESK have a successful	Kosovo Program for Gender

Energy Sector to support them achieve the goals of the Association set for 2018						collaboration in supporting and promoting women in the energy sector	Equality
Activity 2.2: Create a strategy with interested stakeholders on promoting professions in energy among women	AGE, MESP, MAFRD, local and international organizations	Women interested to study (BA, MA)	4 Feb-2019-4 Apr. 2019	Venue secured within the premises of the Ministry or (EUICC which offers the venue for free) Meeting materials Drinks and food for 20 people need to be	150 €	A strategy with specific activities of promoting the professions in energy among women exists	Kosovo Program for Gender Equality

				purch ased			
Activity 2.3: Advocate the ministry to offer internships for women who have just entered the energy sector work-force	AGE	Minister's Cabinet, Office, Office of the Secretary-General,	On-going	This activity does not have any costs	0 €	Ministry agrees to offer internships for women who have just entered the energy sector work-force	Kosovo Program for Gender Equality
Activity 2.4: Promote women who work in the energy sector as role models			6 Sep. 2019-20 Nov. 2019	Prepare campaign materials	5000 €	Women working in the energy sector in Kosovo have been promoted successfully	Kosovo Program for Gender Equality

3.6 Sample of an Annual Work Plan Template for Gender Equality Officers in Local Level

The table below provides an example of an Annual Work Plan template of Gender Equality Officials that work in municipalities. The name of the person and the municipality have been chosen randomly.

Annual Action Plan for Gender Equality Officers in Municipalities							
Name of the GEO: <div>LUL JET A BRE ZO VIC A</div>		Municipality/Ministry: OBILIQ		Year: 2018			
GOAL 1: Integrate a gender perspective in the regulations that are planned to be passed by the municipality of Obiliq in 2018							
Activity	Department to seek support from	Target group/beneficiaries	Implementing period	Resources Required	Budget Required	Expected Results	Strategic Document in line with the activity
Activity 1.1 Training with the municipal staff for the integration of gender mainstreaming in policies and planning documents	The office of the Mayor and Deputy Mayor, Municipal Legal Department, Department for	Municipality staff, women, and men living in the municipality of Obiliq	15 March. 2018 to 22 March. 2018	Venue secured within the premises of the Municipality Project or and	150 €	The municipal staff has adequate knowledge on the gender mainstreaming process	Kosovo Program for Gender Equality (KPGE)

	Public Policy			Laptop from the Municipality Drinks and food for 20 people need to be purchased Materials to be prepared		and they are more aware of the importance of gender mainstreaming in policies and documents of the municipality	
Activity 1.2 Advocacy meetings with municipal assembly members regarding the integration of gender perspective in upcoming regulations for 2018	The office of the Mayor, the Chairperson of the Assembly, women members,	Assembly members, women and men living in the municipality of Obiliq	12 April. 2018 to 30 April. 2018	This activity does not have any costs since it entails only meetings that can be held within the municipal premises	o €	Assembly members agree to support/vote the integration of gender perspective in upcoming regulations for 2018	KPGE

Activity 1.3 Integrate a gender perspective in the Regulation on the Allocation of Scholarships and the Compensation of the Travel Expenses for students <i>(See explanation below in the footnote)²⁰</i>	Directorate of Education , Directorate for Youth, Sport, and Culture, the Municipal Legal Department, Department for Public Policy	Women and men from Obiliq who are currently pursuing their studies	3 May 2018 to 10 May 2018	This activity does not have any costs since it entails only meetings that can be held within the municipal premises	0 €	The Regulation on the Allocation of Scholarships and the Compensation of the Travel Expenses for students has a gender perspective and it favors both women and men students to be eligible for the scholarship	KPGE Municipal Action Plan of Obiliq
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²⁰ According to the Municipal Regulation on the Allocation of Scholarships and the Compensation of the Travel Expenses, persons eligible for compensation are only students of the Technical Faculty or students of the Faculty of Mathematics and Natural Sciences, Department of Mathematics and Physics Department. These two fields are traditionally dominated by male students since they are considered as men's professions. Therefore, the criteria automatically disqualify women. Given that the Regulation is limiting only to the students pursuing studies in these two fields. Article 10 of this Regulation provides bonus points for persons who might be discriminated by it, namely persons with disabilities, children of veterans and war martyrs, minorities etc. In order to contribute towards gender equality and eliminate gender discriminations from these criteria, the GEO should advocate for women students in these fields to receive bonus points the same as children of veterans and war martyrs, minorities etc. This would then be considered as an advancement of gender equality, promotion of women in male - dominated professions and fighting gender stereotypes in professions.

Activity 1.4 Advocacy to integrate a gender perspective in the Municipal Regulation on Immovable Property. More specifically, to pass an Administrative Instruction on special measures for the registration of common immovable property on behalf of two spouses in the Municipality of Obiliq	The Mayor's office, the Municipal Legal Department, Department for Public Policy, Assembly members	Women and men from Obiliq	5 Sept. 2018 to 10 Oct. 2018	This activity does not have any costs since it entails only meetings that can be held within the municipal premises	0 €	The Regulation on Immovable Property in Obiliq has a gender perspective that eases the process of both women and men having/ inheriting immovable property	KPGE Admin. Instr. No. 04/2017 on Amending & Supplementing the Administrative Instr. No. 03/2016 on Special Measures for Registration of Joint Immovable Property on Behalf of both Spouses Municipal Action Plan of Obiliq
GOAL 2: Support the economic empowerment of women in Obiliq who are interested to start a business and women entrepreneurs who already own a business							

Activity	Department to seek support from	Target group/beneficiaries	Implementing period	Resources Required	Budget Required	Expected Results	Strategic Document in line with the activity
Activity 2.1 Organize a one-day strategic workshop with women who are interested to start a business and women entrepreneurs who already own a business	Municipal Public Relations Office (help with disseminating the invitation among women interested in the topic) Department of Econ. Fin. and Development Local and International NGOs	Women in Obiliq who are interested to start a business and women entrepreneurs who already own a business	1 Mar. 2018 to 10 Mar. 2018	Venue secured within the premises of the Municipality or within the premises of a local NGO Meeting materials Drinks and food for 20 people need to be purchased Prepare and	1 50 €	Women of Obiliq and the GEO have identified together the needs, and objectives for economic prosperity and they have made a specific plan on how to reach the goals	Kosovo Program for Gender Equality

				print meetin g materi als			
Activity 2.2 Search for opportunities, provide information and connect women from Obiliq with existing programs in Kosovo from different institutions that offer financial education, micro-finance, microcredit programs, self-employment opportunities, mentoring programs, participating in fairs etc.	Departme nt of Econ., Finance and Developm ent Microfina nce institution s, internatio nal financial institution s, KIESA Kosovo Women's Chamber of Commerc e- G7	Women in Obiliq who are interest ed to start a busines s and women entrepr eneurs who already own a busines s	On- going activity	Travel for meetin gs with differe nt stakeh olders to obtain the inform ation Interne t and phone to inform women about upcomi ng opport unities (no budget implica tions since the munici pality provide s them)	180 €	Women in Obiliq are continuo usly informe d about business opportu nities and they participa te in program s regardin g financial educatio n, micro- finance, microcre dit program s, self- employ ment opportu nities, mentori ng program s, participa ting in fairs etc.	Kosovo Progra m for Gender Equality

Activity 2.3 Advocate the municipality and relevant stakeholders to include gender-sensitive criteria in the municipal project "Support new bee-keepers". (See explanation below in the footnote) ²¹	Municipal Directorate for Agriculture and Rural Development, Mayor's Office	Women of Obiliq who are interested to start a business with beekeeping	01 Feb. 2018 to 1 Apr. 2018	This activity does not have any costs since it entails only meetings that can be held within the municipal premises	0 €	The criteria in the call for application for the municipal project "Support new bee-keepers" have changed by allowing women who do not own a land to apply	Municipal Action Plan Kosovo Program for Gender Equality
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²¹ The Call for Application for the project "Support new bee-keepers" that has been published in the web-site of Obiliq municipality has set criteria that do not favor women. One of the criteria is for the applicant to "provide a proof of property tax payment". Taking into consideration that the number of women in Obiliq who own a land is very limited, the criteria of the call automatically discriminates toward women. The GEO needs to advocate to the municipality by explaining the discriminatory criteria and ask for these criteria to be eliminated. In order to encourage women to apply, the municipality should provide additional points to women who want to become bee-keepers. This way the municipality will promote gender equality and at the same time show its commitment toward women's economic empowerment in Obiliq.

3.7 Coordination, inter-institutional cooperation, and reporting framework

Coordination and inter-institutional cooperation

AGE functions based on the hierarchy of its organizational structure and its horizontal setup with all units and divisions. The units and staff of the Agency shall cooperate with each other by respecting work ethics and professional demeanor that aims to achieve the AGE's key mission regarding gender equality.²²

The general provisions for inter-institutional coordination and cooperation of AGE and GEOs are regulated with Article 14 of the Regulation (Grk) No. 06/2017 on Internal Organization and Systematization of Jobs in Agency on Gender Equality. As such, AGE is responsible to manage and coordinate the work with the official(s) on gender equality at the local and central level in the following areas:

- 1.1. Lead the annual planning process on the implementation of public policies and the establishment of national priorities in the field of gender equality;
- 1.2. Instructs gender equality officials for integration of activities deriving from national priorities, KPGE, and strategies or plans and programs approved by the government, in their plans and programs;
- 1.3. Clarifies and recommends appropriate solutions to the financial implications for the proposed activities;
- 1.4. Reviews and provides recommendations for the annual plans of officials;
- 1.5. Monitors the implementation of public policies from gender equality officials in the sector and relevant level of the governance, through reporting, participation in events organized in the field, and periodic evaluations of policies and plans and programs;
- 1.6. Ensures participation of officials in working bodies on the design, implementation, and monitoring of policies and plans and programmes.²³

AGE is also responsible to continually identify the needs for capacity building of GEOs and civil servants in the field of gender equality. Based on this needs

²²Regulation (GRK) No.06/2017 on Internal Organization and Systematization of Jobs in the Agency for Gender Equality, *Official Gazette of the Republic of Kosovo*, (2017), Art.18. <https://gzk.rks-gov.net/ActDetail.aspx?ActID=1486>. Last accessed on 26.06.2018

²³Ibid, Art. 14

assessment, AGE in cooperation with KIPA creates efficient programmes for gender mainstreaming in systems, processes, and institutional programmes.

To ensure professional cooperation and coordination between GEOs and the Agency for Gender Equality, a specific division of Cooperation and Coordination has been established within the structures of the AGE. The structuring of this division, roles, and responsibilities have been specified in Article 8 of the *Regulation (Grk) No. 06/2017 on Internal Organization and Systematization of Jobs in Agency on Gender Equality*.²⁴

The Division for Cooperation and Coordination is led by the Head of Division for Cooperation and Coordination, followed by the Senior Officer for Cooperation and Senior Officer for Coordination with Donors and Civil Society. These three positions have duties and responsibilities which aim to coordinate and strengthen the cooperation between AGE and GEOs.

The following tables provide an overview of the duties and responsibilities of the office for Cooperation and Coordination regarding Gender Equality Officers:

Head of the Division for Cooperation and Coordination	
4.1	Propose and draft policies that strengthen cooperation with Gender Equality Officers in ministries and municipalities, and supervise its implementation
4.2	Propose instruments and methodologies for drafting annual work plans and budget planning for Gender Equality Officers and supervise their implementation
4.3	Review and approve guiding materials prepared by the Department's staff for guiding Gender Equality Officers for planning, budgeting, cooperation with donors and civil society and other materials contributing in the improvement of work effectiveness
4.4	Coordinate with Divisions in AGE on annual priorities of public policies and inform Gender Equality Officers in ministries and municipalities within the deadlines set for their inclusion in work plans of relevant institutions
4.5	Direct the work with Gender Equality Officers in collecting and drafting annual reports on carrying out activities for policies approved by the Government, which guarantee and promote gender equality

²⁴ Ibid, Art. 8

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| 4.6 | Propose and draft policies for cooperation and coordination with donors in gender equality projects and integration of gender equality in donor programmes, and ensure donations for implementation of AGE's projects and activities |
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The Senior Officer for Cooperation

- | | |
|-----|---|
| 5.1 | Cooperates with Gender Equality Officers in ministries and municipalities for integration of gender perspective in the activities of ministries and municipalities |
| 5.2 | Reviews and provides initial recommendations and coordinates the process of final comments and recommendations on work plans/programmes of three AGE divisions, specifically for monitoring, reporting, legislation and cooperation on plans/programmes of work of Gender Equality Officers |
| 5.3 | Informs Gender Equality Officers on annual priorities of public policies within the deadlines set for their inclusion in work plans of relevant institutions |
| 5.4 | Provides guiding sessions for Gender Equality Officers preparing work plans and drafting budgets during the period of drafting and planning the budget for the coming year in order to ensure that the foreseen activities are adequately funded in Kosovo budget |
| 5.5 | Coordinates logistical and informing aspects for activities taken for Gender Equality Officers on behalf of AGE and cooperates with relevant AGE department and shall report to the Chief Executive Officer of AGE |
| 5.6 | Drafts and updates the activities calendar of the Gender Equality Officers and follow the activities in ministries and municipalities |
| 5.7 | In cooperation with AGE Divisions, shall regularly review the fulfillment of the plan of activities of Gender Equality Officers and provide recommendations and relevant suggestions for the advancement of their work |

The Senior Officer for Coordination with Donors and Civil Society responsible for:

- | | |
|-----|--|
| 6.5 | Keeps AGE and Gender Equality Officers informed on donor plans and strategies |
| 6.6 | Gets familiarized with donors' criteria for project proposals and informs and guides AGE officers regarding criteria, opportunities, and deadlines for application |

6.8 Gets informed and keeps AGE and Gender Equality Officers informed regarding training activities, such as training sessions, workshops, seminars, etc.

Drawing from the duties and responsibilities outlined in the tables, it is evident that the mechanisms for coordination and cooperation are well established. It is very important for the GEOs to be in close contact with the Agency for Gender Equality, especially with the Division of for Cooperation and Coordination since the work of both parties is inter-related in every aspect.

GEOs act mediators as they strengthen the cooperation of municipalities and ministries with the AGE in the field of gender equality. As such, GEOs cooperate with different stakeholders including CSOs and international organizations on advancing the agenda of gender equality in Kosovo. GEOs must keep AGE informed on activities organized with CSOs and international organizations which have not been included previously in their annual plans or strategic documents approved by AGE.

Reporting

The GEOs in Ministries report to the Senior Administrative Manager within the respective ministry. While the GEOs in Municipalities report directly to the Mayor of Municipality.²⁵ In addition to this, both GEOs in ministerial and local level must report to the Agency for Gender Equality. The reports must fulfill the terms and standards established previously by the Agency for Gender Equality. On the other hand, AGE is obliged to create proper instruments for reporting and provide instructions and orientation for GEOs regarding the reporting procedures.

GEOs need to be in close cooperation with the Head of the Division for Cooperation and Coordination under the AGE office since he/she is responsible for collecting the reports and drafting annual reports for the implementation of activities and policies regarding gender equality. It is very important that the reports submitted by the GEOs provide gender - desegregated data as part of the gender mainstreaming process. For this purpose, AGE has established the Division for Monitoring, Reporting, and Research under which the Senior Officer for Monitoring and Reporting is responsible to advise GEOs on data quality for monitoring and

²⁵ Regulation (GRK) No. 12/2016 on Duties and Responsibilities of Relevant Officials for Gender Equality in Ministries and Municipalities, *Official Gazette of the Republic of Kosovo*, (2016), Art.6.3. <<https://qzk.rks-gov.net/ActDetail.aspx?ActID=12897>>. Last accessed on 26.06.2018

reporting. He/she is also responsible to determine the training needs for the GEOs and organize training sessions for the purpose of improving data collection.²⁶

²⁶ Regulation (GRK) No.06/2017 on Internal Organization and Systematization of Jobs in the Agency for Gender Equality, *Official Gazette of the Republic of Kosovo*, (2017), Art.9. <https://gzk.rks-gov.net/ActDetail.aspx?ActID=1486>. Last accessed on 26.06.2018

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[http://undocs.org/A/52/3/REV.1\(SUPP\)](http://undocs.org/A/52/3/REV.1(SUPP))

UNCSR UN Security Council, *Security Council resolution 1325, (2000). [on women and peace and security]*, 31 October 2000, S/RES/1325 (2000). <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N00/720/18/PDF/N0072018.pdf?OpenElement>

UN General Assembly, *Convention on the Elimination of All Forms of Discrimination Against Women*, 18 December 1979, United Nations, Treaty Series, vol. 1249, p. 13.

What Is the 16 Days of Activism Against Gender-Based Violence Campaign?, *Website of the Center for Women's Global Leadership at Rutgers University*, <http://16dayscwggl.rutgers.edu/about/campaign-profile>.

ANNEX 1: Glossary of Terms - Definition of Gender Terms and Concepts

Gender

Gender is a social construct that refers to certain social behaviors, expectations, opinions, attitudes, rules, and values that society assigns to women and men. Gender is not something we are born with it, rather it is a social construct that is assigned to women and men after they are born.

Sex

Sex refers to the universal biological and physiological differences between men and women. It refers to differences between men and women in the genitalia and in reproductive functions.

Gender Equality

Gender equality means access to equal political, economic and social rights regardless of gender. It means equal opportunities and equal access to women and men regarding resources and benefits in all programs and policies.

Gender equity

Gender equity means how just and fair are we towards women and men according to their needs and interests. The term gender justice arises from the increasing injustices induced by the patriarchal system, gender stereotypes and discriminatory

practices that have disfavored women and girls in many societal aspects over the course of history. Gender equity is considered as a tool to achieve gender equality.

Gender Relations

It refers to the power relations between men and women, which emerge in different contexts, ideas, manifestations, including the division of labor, roles and resources between men and women, and assignment of skills, attitudes, desires, personality traits, patterns of different behaviors, etc. Gender relations are formed in interaction with other structures of the social hierarchy such as class and race. These can be seen as widely constructed by society (rather than biology) and they can change over the course of time and space.²⁷

Gender division of labor

It is about assigning different roles, responsibilities, and tasks for men and women, based on the social attitudes and stereotypes of what men and women “should” do and what they are capable of doing. Duties and responsibilities are assigned to girls and boys, women and men, according to their roles and not necessarily according to their skills or personal preferences.²⁸

Access

Refers to the opportunities that women and men have in providing or using resources (food, loans, technology, etc.) or services (education, healthcare, etc.). The ability to benefit from resources does not necessarily mean that people will have the power to decide or to control the benefits flowing from such activities. For example, women in rural areas often have access to land or loans, but they have no power or opportunity to make decisions regarding these resources.²⁹

Gender Mainstreaming

Gender mainstreaming is a methodology used to integrate a gender perspective in the design, implementation, monitoring, and evaluation of policies, regulatory

²⁷ The Republic of Kosovo, Office of the Prime Minister, Agency for Gender Equality, *Gender Concepts and Definitions*, (Prishtina 2012). <https://abgj.rks-gov.net/Portals/0/Perkufizimet%20dhe%20konceptet%20qjinore.pdf>

²⁸ Ibid, pg. 6

²⁹ Ibid, pg. 8

measures, and spending programmes. It relates to the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels.³⁰ Gender mainstreaming provides tools to analyze the differences between and among women and men, in terms of distribution of resources, opportunities, constraints, and power in different contexts.

Gender Budgeting

Gender budgeting is a specific methodology that is used to analyze the inequalities in (public) budgets and spending between women and men, girls, and boys. Gender budgeting analysis helps assess the financial inequalities between women and men in a specific context. It does not aim to create separate budgets for women or men, nor to create exact equal spending for women and men in every situation. Rather it aims to recognize the different needs of women and men in a specific given context and address them financially in order to achieve gender equality.

³⁰ United Nations, Report of the Social and Economic Council, (1997). [Chapter IV, Coordination Segment, Mainstreaming the Gender Perspective into all policies and programmes in the United Nations system].1997, p.24. [http://undocs.org/A/52/3/REV.1\(SUPP\)](http://undocs.org/A/52/3/REV.1(SUPP))

ANNEX 2: Gender Mainstreaming Checklist for Projects and Policy Documents

In addition to the examples provided in this guideline, the Gender Mainstreaming Checklist is intended to assist officials in the process of including a gender perspective in a project, policy document, strategy or any other administrative document of the respective ministry/ municipality where they work.

The checklist is composed of brief questions that seek an answer whether the gender aspect has been incorporated in the composing parts of a policy, project document, or a strategy. Each question is designed in a way to remind us to include a measure that contributes towards the achievement of gender equality. In cases when the answer to the below questions is “no”, the officer should plan and add a specific gender equality measure to the corresponding section of the document.

Situation Analysis:

Does the situation analysis identify existing differences and inequalities between women and men?

Does the situation analysis provide gender desegregated data?

Does the situation analysis take into consideration how the policy/project will affect the everyday lives of women and men?

Are the different needs and priorities of women and men, taken into account?

Have women and men been consulted and involved in proposing a solution to the “problem”?

Does it provide specific interventions on how to reduce inequalities and contribute towards gender equality?

Overall and Specific Objectives:

Are project objectives explicitly related to women's and men's needs?

Do these objectives adequately reflect women's and men's needs?

Who has participated in setting these objectives? Have women been consulted?

Target Beneficiaries:

Who is the direct and indirect target of the project, policy or strategy? Who will benefit? Women, men, or both? Which women? Which men?

Do the numbers of the target set in the policy/ document reflect a gender balance?

Activities:

Are the activities designed in a way that envisage the involvement of both men and women?

Are the activities inclusive enough?

Are there any specific mechanisms to encourage and support women to participate in the project, policy or strategy, despite their traditionally more domestic role and location?

Do the activities address both men's and women's needs and interest?

Risks:

Have traditional cultural norms, stereotypes, and misconceptions about gender equality been taken into consideration as risks?

Have different factors been considered that might hamper the achievement of gender equality for the respective strategy, project, policy etc.?

Indicators:

Does the document include gender-sensitive indicators and specific targets for the achievements of the objectives?

Do these indicators measure changes in the relations between women and men in regards to the respective project, policy or the strategy?

Do the indicators measure changes in the status of women and men?

Do the specific targets include gender desegregated targets?

Monitoring and Evaluation:

Does the monitoring and evaluation strategy have a gender perspective?

Does it have specific actions that will measure the gender balance and the gender impact of the document?

Does it have specific measures of gender impact assessment?

Implementing Staff:

Is there a gender balance within the staff that will implement this project/ strategy?

Does the staff implementing this project/ strategy have sufficient knowledge on gender mainstreaming/ gender equality?

Does the staff need additional training on gender issues and how to implement the project, strategy/ policy by taking gender equality into consideration?

Will the document offer equal opportunities for both women and men when assigning persons in higher/ decision-making positions for the implementation of this document?

Budget:

Does the staff have knowledge and capacities on gender-responsive budgeting?

Who will benefit from the proposed intervention? Are there financial allocations for addressing the identified priorities and needs of women and men?

Is gender perspective integrated into the whole process of budgeting?

Will both women and men will benefit equally from the specific budget lines planned in the budget of the document?