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AGENCY OF GENDER EQUALITY**

**SURVEY REPORT:
“WOMEN IN THE WORK PROCESS AND DECISION
MAKING IN KOSOVO”**

Prishtina 2011

SURVEY REPORT

**“WOMEN IN THE WORK PROCESS AND
DECISION MAKING IN KOSOVO”**

Prishtina
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Summary

Kosovo has produced proper legislation on gender equality. The creation of institutional mechanisms and affirmative measures for gender equality at all levels of government has opened new doors for opportunities for including women in employment and decision-making processes.

Gender equality is specified as a precondition for European integration and as such, in the Working Plan for European Partnership it is listed in the Political Criteria. The Kosovo Government in April 2008 approved the Kosovo Program for Gender Equality with six general objectives and eight specific objectives. The Objective regarding Women in Employment and Decision-making processes requires greater commitment from all actors.

AGE has initiated this research to offer a better picture of the legal framework, sector and inter-sector policies and the position of women according to their educational qualifications in decision-making positions

Economic independence remains one of the main keys to realizing the equal right to decision-making positions. Even though Kosova is ranked seventeenth in the world for gender representation at decision-making levels the situation in the job market remains a challenge requiring greater commitment from domestic and international factors.

Therefore, research makes possible the opening of discussion, improvement of the working environment and implementation of a Working Plan for Empowering Women in the Economy as a key factor for family and social welfare.

This research can be used as a source of information and measurement of the current situation in society,

Thank you

Shqipe Krasniqi
Chief Executive
AGE-PMO

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ABBREVIATIONS

AGE	Agency for Gender Equality
DCSA	Department of Civil Servants Administration
LDC	Leadership and Development Consultancy
AK	Assembly of Kosovo
IMCGE	Inter-Ministerial Council on Gender Equality
MPS	Ministry of Public Services
NGO	Non-Government Organization
OMBUDPERSON	Ombudsperson Institution in Kosovo – Gender Equality Unit
KCS	Kosovo Civil Service
UNMIK	United Nations Mission in Kosovo
OGG	Office of Good Governance
PMO	Prime Minister's Office

INTRODUCTION

When it comes to achieving gender equality in Kosovo, what is mainly meant is the advancement of women's position in society, especially in public life and decision-making positions. Gender equality¹ means "equal participation of women and men in all fields of life, equal status, and equal opportunity to enjoy all their rights and to put their individual development potential to use for development of society and to equally benefit from the achievements of this development."²

Kosovo society has continuously made efforts to achieve gender equality, in particular the advancement of women's position in society and public life. After the last war in Kosovo, efforts have increased not only for the emancipation of women, but also for evaluating the contribution to Kosovo society and for advancing its position. A considerable number of different organizations, including non-governmental organizations in the country and internationally, through various programs and projects, have contributed to the advancement of women's position towards the achievement of gender equality.

Kosovo institutions have consistently taken a series of actions to ensure equal opportunity and treatment without discrimination, including gender differences. In some cases, affirmative measures are also taken that lead toward the achievement of gender equality such as the assignment of gender quotas or similar.

To reflect the current situation in the field of gender equality and efforts made by public and private institutions for achieving gender equality, the following report provides an analysis of the legislation in force in Kosovo, which promotes and encourages the achievement of gender equality in Kosovo, in particular the promotion of women's participation in the work process, and in leadership positions and decision-making. A series of legal

1 Law on Gender Equality, No. 2004/2, Article 2, item 1, "Terminology definitions", for more information see: http://assembly-kosova.org/common/docs/ligjet/2004_2_al.pdf

2 Ibid.

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acts are analyzed that directly or in any other forms, promote gender equality, starting from the Constitution of the Republic of Kosovo, then about 14 laws adopted by Kosovo Assembly and a number of other subsidiary legal acts. The second part of this report presents the results of a survey conducted with 550 respondents.

METHODOLOGY APPLIED IN THE SURVEY

This report provides an overview of the results and brings interpretations and analysis of data from the quantitative research conducted through a structured questionnaire with a sample of 550 respondents selected intentionally and carried out through interviews, and one (1) focus group³. The survey was conducted with officials at 81 institutions at central and local government, private enterprises and non-governmental organizations in Kosovo. The report also provides an analysis of primary and secondary legislation which guarantees and promotes opportunities for women's participation in the work process and decision making.

Analysis and interpretation presented on survey data are quantitative and structured around seven broadly defined categories. The first category focuses on the opinions of respondents about the economic and social indicators of education, which are the level of education, financial support and moral support of the family for education. The second category includes employment and indicators such as: work vis-a-vis occupation, experience, position, working hours - the difference between women and men, the application of labor law, the possibility of academic and career advancement and the position of women at work. The third category includes family and indicators like: the impact of marriage on work, child care, family support and the time women spend on house work. The fourth category represents the social and economic status of respondents as: financial challenges and economic impact on society of women's participation in the labor market. The fifth category involves decision making that occurs at two levels: decision making in family and work, the position of women in the workplace, and equal representation in decision-making between women and men in institutions. The sixth category breaks down stereotypes, mainly by indicators such as gender-based challenge during lifetime, employment and the institutional support of women and social circle. The seventh and

3 Though it was envisaged to organize two focus groups, only one with civil servants was held. The second group composed of private businesses and NGOs was organized but the invitees never participated.

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last category, information and awareness consists of indicators dealing with the possibility of formal and non-formal education of women, knowledge of legislation, women's empowerment, institutional steps to be followed in cases of discrimination, and social impact in raising awareness on gender.

The same structure of questions was used during focus group discussion as well.

LAWS AND REGULATIONS THAT PROMOTE WOMEN PARTICIPATION IN THE EMPLOYMENT PROCESS AND DECISION MAKING IN KOSOVO

Legislation in Kosovo provides a good basis for encouraging and supporting women's participation in the work process, but also in decision-making positions. Legislation in Kosovo strongly promotes the principle of gender equality. Constitution of the Republic of Kosovo⁴, the highest legal and political act of the country, in addition to having a gender balance in its language and structure, it respects and promotes the principles of gender equality, which are internationally accepted as well (Article 71). Moreover, the Constitution prohibits all forms of discrimination including discrimination based on gender. This principle is further sanctioned by the Law against Discrimination⁵, which promotes the principle of gender equality and against discrimination based on gender (Article 2), providing sanctions for natural and legal persons who violate the provisions of this law (Article 9.2). The scope of this law covers not only public institutions but also private ones, including the actions or omissions of individuals (Section 4).

Gender Equality Law⁶, which specifically aims to protect, treat and establish gender equality as a fundamental value of democratic development of Kosovo society, providing equal opportunities for participation of women and men and their contribution to the political, economic, social, cultural and other fields of social life (Article 1.1). The law defines a series of legal measures for achieving full equality of women and men in society, which provide specific advantages such that members of both genders have equal access to all areas of social life, to avoid the existing gender inequality, or to ensure the rights that previously were not enjoyed (Article 2.9).

4 Constitution of the Republic of Kosovo, http://assembly-kosova.org/common/docs/Kushtetuta_sh.pdf

5 Anti Discrimination Law, No. 2004/3, http://assembly-kosova.org/common/docs/ligjet/2004_3_al.pdf

6 Law on Gender Equality, No. 2004/2, http://assembly-kosova.org/common/docs/ligjet/2004_2_al.pdf

Table 1. Comparison of data on employees at municipal level

Employees in main institutions at municipal level										
	2008				2009					
Institution	Total Employees	Gender structure			Total Employees	Gender structure			Difference ('08/'09) Men	Difference ('08/'09) Women
		Men	Women	Undefined		Men	Women	Undefined		
Administratio	5,228	3,845	1,173	210	5,277	3,875	1,192	210	▯ 0.99	▯ 0.98
Education	30,050	18,176	10,904	970	30,046	17,918	11,219	909	▯ 1.01	▯ 0.97
Health	5,754	2,063	3,691	0	5,791	2,070	3,719	2	▯ 0.99	▯ 0.99
Total ▯	41,032	24,084	15,768	1,180	41,114	23,863	16,130	1,121		
	(%) ▯	58.69%	38.42%	2.87%	(%) ▯	58.04%	39.23%	2.72%		

Note: This comparison was made on basis of data from MPS/ MCSA on staff in the KCS at municipal level. Such statistics contain data up to December 2008, respectively, September 2009. The Category labeled as "Undefined" refers to municipalities with Serb majority, on which data were extracted from the payroll. These municipalities are: Leposaviq, Zubin Potok and Zveqan.

In addition, the Law also sets the rate of 40 percent participation of one gender in specific social areas as a condition for achieving gender equality (Article 2.12).

Table 2. Comparison of data on employees at municipal and central level

Employees at municipal and central level										
Institution	2008				2009				Difference (‘08/’09) Men	Difference (‘08/’09) Women
	Total Employees	Gender structure			Total Employees	Gender structure				
		Men	Women	Undefined		Men	Women	Undefined		
Central	32,022	21,329	10,498	195	29,045	18,437	10,415	193	▯ 1.15	▯ 1.00
Municipal	41,032	24,084	15,768	1,180	41,114	23,863	16,130	1,121	▯ 1.00	▯ 0.97
Total ▯	73,054	45,413	26,266	1,375	70,159	42,300	26,545	1,314		
	(%) ▯	62.16%	35.95%	188.00%	(%) ▯	60.29%	37.83%	1.87%		

Note: This comparison was made on basis of data from MPS/ MCSA on staff in the KCS at municipal and central level. Such statistics contain data up to December 2008, respectively, September 2009. The Category labeled as "Undefined" refers to municipalities with Serb majority, on which data were extracted from the payroll. These municipalities are: Leposaviq, Zubin

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Potok and Zveqan.

Moreover, this law describes in detail the obligations and responsibilities of public institutions to ensure gender equality. The law requires public institutions to take affirmative legal action to achieve gender equality at all levels of legislative, executive, judicial powers and public institutions, so that participation in these institutions reaches the proportional level of participation as the general population of Kosovo (Section 3.1). The law also requires all ministries to choose an official for gender equality, who performs the tasks of a coordinator for gender affairs (Article 4.12).

Official statistics of the MPS/DCSA show that the employment rate in the central and municipal level or in leadership and management positions, between men and women, varies if we compare 2008 and 2009. At the management level (municipal and central) there are 50 women in 2008 and 67 in 2009. Here, an increase of just over 15% of women in management positions is visible. Whilst at the managerial level, reported for the municipal and central level, the number of women is seen to increase for these two years. There are 528 women in total in the year 2008 and 560 in year 2009. This increase seems to be nearly 7% in favor of increasing the number of women in managerial positions. On the other hand, men are represented with four digit numbers in the two years compared at the managerial level. While at the leadership level they also outnumber women by up to 7 times. For more information, see Tables 3 and 4.

Table 3. Leadership positions by ethnic and gender structure at municipal and central level (2008)

Institutions	Total	LEADERSHIP LEVEL						Total	MANAGEMENT LEVEL					
		Ethnic Structure				Gender Struc.			Ethnic Structure				Gender Struc.	
		Albanian	Serb	Turks	Other	Men	Women		Albanian	Serb	Turks	Other	Men	Women
Ministries	248	238	6	1	3	214	34	981	950	19	2	9	724	255
Municipalities	221	196	15	2	7	205	16	1576	1470	64	13	29	1303	273
Total	469	434	21	3	10	419	50	2557	2420	83	15	38	2027	528
	(%)	92.53	4.47	0.63	2.13	89.34	10.66	(%)	94.64	3.24	0.58	1.48	79.27	20.64

Note: This comparison was done on basis of data from the MPS/DCSA on KCS employees at municipal level. Such statistics

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contain data up to April 2008. However, the development of statistics has not included the Serbs from municipalities of Leposavic, Zubin Potok and Zvecan, in the absence of availability of data.

Table 4. Leadership positions by ethnic and gender structure at municipal and central level (2009)

KCS	Total	LEADERSHIP LEVEL						Total	MANAGEMENT LEVEL					
		Ethnic Structure				Gender Struc.			Ethnic Structure				Gender Struc.	
		Albanian	Serb	Turks	Other	Men	Women		Albanian	Serb	Turks	Other	Men	Women
Ministries	299	292	4	1	2	255	44	782	756	10	5	11	534	248
Municipalities	265	235	15	6	9	242	23	1756	1652	65	13	26	1444	312
Total	564	527	19	7	11	497	67	2538	2408	75	18	37	1978	560
	(%)	93.44%	3.36%	1.24%	1.95%	88.10%	11.88%	(%)	94.87%	2.95%	0.70%	1.45%	77.93%	22.06%

Note: This comparison was done on basis of data from the MPS/DCSA on KCS employees at municipal level, such statistics contain data up to March 2009. However the development of the statistics has not included the Serbs from municipalities of Leposavic, Zubin Potok and Zveqan, in the absence of availability of data.

This law, besides defining the responsibilities of state institutions for its implementation, it also encourages other institutions such as political parties (Article 9), non-governmental organizations (Article 10), media (Article 14), etc., to contribute to its implementation and the achievement of gender equality. A very important element regulated by the law is equal access of men and women in the economic and financial sphere, in privatization, including the right to inheritance and ownership, credit and natural resources (Article 11.1). In addition, the law obliges the public sector, the private sector as well as legislative and executive institutions in the sector of labor and employment, to ensure fair and equal opportunities for men and women (Article 12.1). Further, the law requires employers to provide equal access to activities that impact capacity building, education and career advancement (Articles 12.6, 12.7 and 13).

Another element of the law on gender equality is the provision for sanctions for employers that violate the norms of this law, ranging from fines of 1,000 Euros for employers that discriminate

based on gender, in cases where they do not provide equal pay for work of the same value up to 20,000 Euros for non-registration of property in civil registers for assets created during conjugal life (Article 17.4).

Besides determination of the principles of respect for gender equality, legislation in Kosovo constitutes a further step towards promoting and encouraging gender equality, undertaking affirmative action as well. A number of other laws promote gender equality, and oblige public institutions to take concrete actions to ensure implementation of gender equality. The Law on General Elections in the Republic of Kosovo⁷, is one of the laws that promote and ensure gender representation in public institutions in Kosovo, setting a quota of 30 percent gender representation in legislative bodies both at central and local level (Article 111.6).

A very important aspect of achieving gender equality in decision-making positions is initially participation in the work process. Various reports and analysis made in Kosovo talk about lack of equal participation in the labor market between men and women. Women are significantly less active in the work process, both in the public as well as in the private sector⁸. An unequal gender participation in the labor market is the result of many social factors. However, the legislation in force in Kosovo is not an obstacle to women's involvement in the work process.

Labor Law⁹ adopted by the Assembly of Kosovo in November 2010, entered into force in January 2011. This law prohibits all forms of discrimination in the workplace (Section 5) including discrimination based on gender. According to this Article, point 4 thereof, it obliges the employer, in the case of recruitment of staff for the same job, to set equal criteria and opportunities for both women and men. However, the practical implementation

7 The Law on General Elections in the Republic of Kosovo, No. 03/L-073, http://assembly-kosova.org/common/docs/ligjet/2008_03-L073_al.pdf

8 Kosovo Program on Gender Equality, http://stopvaw.org/uploads/kosovo_program_for_gender_equality

9 Labor law, No. 03/L-212
<http://ks-gov.net/gazetazyrtare/Documents/Ligji%20i%20Punes%20%28shqip%29.pdf>

of the Labor Law may face many challenges and marks advancement in terms of the possibility of involvement of women in the working process in comparison with the UNMIK Regulation, which used to regulate this field.

Certain articles of this law provide mitigating circumstances for women employed in certain circumstances, for example, when employed during pregnancy, maternity leave, etc., the employer cannot arrange for them a job outside the place of residence without their consent (Article 17). In addition, the law prohibits night work for pregnant and breastfeeding women (Article 27), and jobs that are defined as harmful to the health of the mother or the child (Article 46). Such legal sanctions represent a mitigating circumstance for employed women in order to keep the job and at the same time perform their role as mothers. In addition, the length of maternity leave from 10 weeks as was in the previous legislation to six months with possibility of extension without pay up to 12 months, is assessed to be an advancing measure for employed women, although the application of this norm can be a challenge especially for private sector women employees.

However, although this rate represents advancement in this area compared to the previous law and compared with regional countries, which are at almost the same level of development, Kosovo still lags behind. While some countries of the region and Europe such as Serbia, Macedonia, Sweden, etc., offer additional assistance to women who are employed, the law in Kosovo does not even offer the full salary for the period of maternity leave. During this period, employees are only paid 70 percent of their salary for six months, 50 per cent for the three following months, while women can only get unpaid leave for the rest of three months (Article 49). But since there are a few months since the law took effect, the effects of this norm in practice are still not known. Further, Labor Law provides for the issuance of other subsidiary legislation that will facilitate its implementation, which is not yet drafted.

A very important law that supports the participation of women in the work process is the Law on Support to Small and Medium

Enterprises¹⁰ which gives special priority to small and medium enterprises run by women, through support programs for small and medium enterprises (Article 7).

The Law on Civil Service of the Republic of Kosovo¹¹ shall promote the principle of gender equality (Article 1.9), providing equal conditions and opportunities for participation in the Civil Service in the institutions of central and municipal administration for both genders, and forbids any form of discrimination (Section 4). However, unlike the sanctioning of the involvement of communities in the Civil Service, which includes a quota of 10 percent (Article 11), such a quota is not provided for gender equality with this law. However, the quota is prescribed by the Law on Gender Equality, which assesses that gender equality is achieved when 40 percent of employees are of the opposite gender (Article 2.12). The Law on Civil Service also guarantees the right to equal opportunities for career development, and many other rights such as bonuses, compensation, and legal protection regardless of gender. However, this law does not provide any additional measure that public administration should take to ensure the achievement of legal equality as the Law on Gender Equality provides for.

Even a series of other laws approved by the Assembly of Kosovo which are in force, recognize and promote the principle of gender equality such as, for example: Police Law¹², the Law on the Kosovo Security Force¹³, and a similar series of laws. Similarly, the Law on Salaries of Civil Servants¹⁴ (Article 3.2) promotes and furthermore requires from public institutions to pay equal salary for equal work of equal value.

10 Law on Support to Small and Medium Enterprises, No. 02/L-5
http://mti-ks.org/repository/docs/2005_02-L5_al.pdf

11 The Law on Civil Service of the Republic of Kosovo, No. 03/L-149
<http://ks-gov.net/gazetazyrtare/Documents/Ligji%20per%20sherbimin%20civil%20%28shqip%29.pdf>

12 Law on the Police, No. 03/L-035, http://assembly-kosova.org/common/docs/ligjet/2008_03-L035_al.pdf

13 Law on the Security Force of Kosovo, No. 03/L-046,
http://assembly-kosova.org/common/docs/ligjet/2008_03-L-108_al.pdf

14 Law on Civil Staff Salaries, No. 03/L-147, <http://ks-gov.net/gazetazyrtare/Documents/%28shqip%29.pdf>

INSTITUTIONAL MECHANISMS FOR PROMOTION OF WOMEN PARTICIPATION IN DECISION MAKING POSITIONS

Besides the aforementioned laws, the Kosovo legislature has approved other laws that indirectly affect the area of gender equality in public life and relationships at work. These laws are intended to encourage women to participate in public life and to offer their contribution to social development, but at the same time protecting their fundamental rights. For example, the Law on Inheritance¹⁵, Law on Reproductive Health¹⁶, the Law on Termination of pregnancy¹⁷, and some other laws and regulations.

Despite this, the achievement of gender equality and women's participation in decision-making position leaves much to be desired. Law on gender equality was not yet applied fully. Women are still not sufficiently represented in leadership positions in public institutions and private ones. Besides the elections law that defines a quota of 30 per cent participation of women in legislative bodies at national and local level, there is no other law that sets such a quota for other institutions. Law on Gender Equality estimates that gender equality is achieved when representation of one gender in a particular social field or in a segment of this field is no less than 40 percent (Article 2.12), but that does not impose any further quota set for decision-making positions.

However, to achieve equal gender representation in public institutions and decision-making and leadership positions, the Kosovo Government has established institutional mechanisms. Assembly of Kosovo in the last legislature had established an

15 Law on Inheritance, No. 2004/26, http://assembly-kosova.org/common/docs/ligjet/2004_26_al.pdf

16 Law on Reproductive Health, No. 02/L-076 <http://msh-ks.org/sq/legjislacioni/shendeti-riprodhues/40-pershendetinriprodhues.html>

17 Law on Termination of Pregnancy, No. 03/L-110, <http://ks-gov.net/gazetazyrtare/Documents/shqip-52.pdf>

informal group of women aimed at protecting and advancing the position of women. This group consisted of members from all parliamentary groups represented in Parliament. In addition, there are other mechanisms within the Executive, the activities of which aim at achieving gender equality. These mechanisms are:

- Agency for Gender Equality at the PMO;
- Ombudsperson Institution – Gender Equality Unit;
- Gender equality officers within ministries;
- Interministerial Council on Gender Equality.

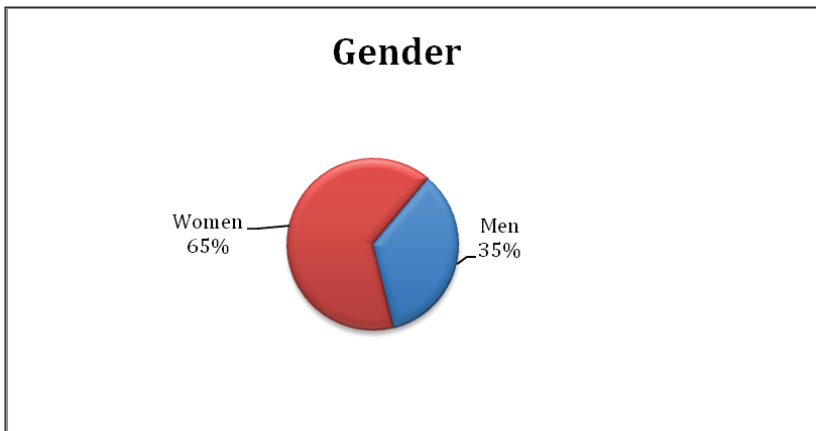
In addition, institutional mechanisms exist at the local level as well, for achieving gender equality, such as:

- Gender equality officers within municipalities;
- Municipal committees on gender equality.

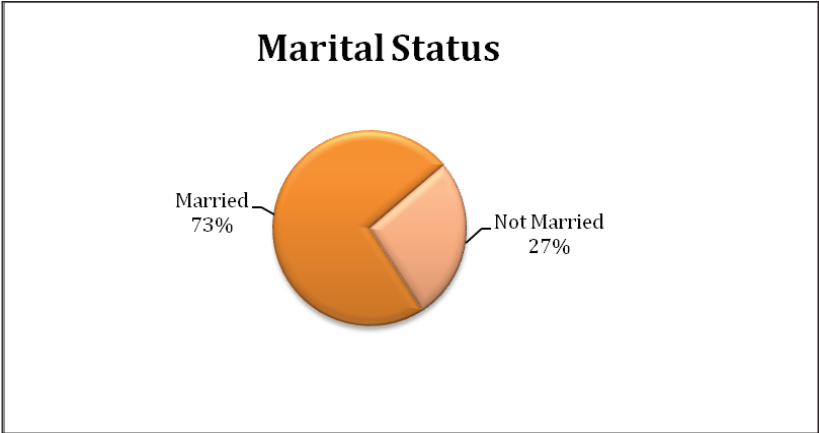
WOMEN IN THE WORK AND DECISION MAKING PROCESS – PRACTICAL PART

Despite very good legislation to ensure gender equality, and established mechanisms to achieve gender equality in the workplace and in decision-making bodies, major challenges remain in gender equality, not only for institutions of Kosovo but also for the society in general. The number of women employees in public and private institutions in Kosovo is still not proportional to the gender proportion of the population. This proportion is even lower in decision-making positions although in this area significant progress is marked.

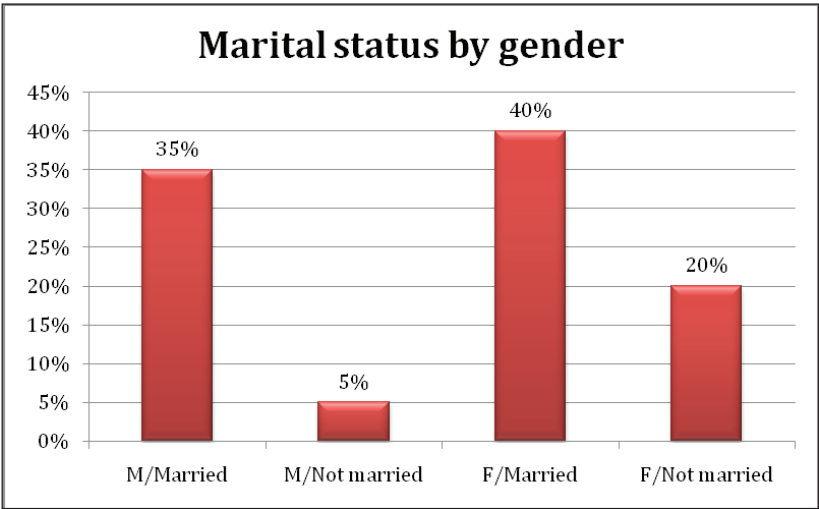
To understand the actual situation in the field of gender equality and women's position in the workplace and decision making, we will present below the results of survey conducted on 550 respondents. The structure of respondents is composed of employees from 73 public institutions and 8 private institutions, and extends throughout the territory of Kosovo. The gender composition of respondents is 65% female and 35% male.



Of the respondents, 73% are married and 27% are not married.

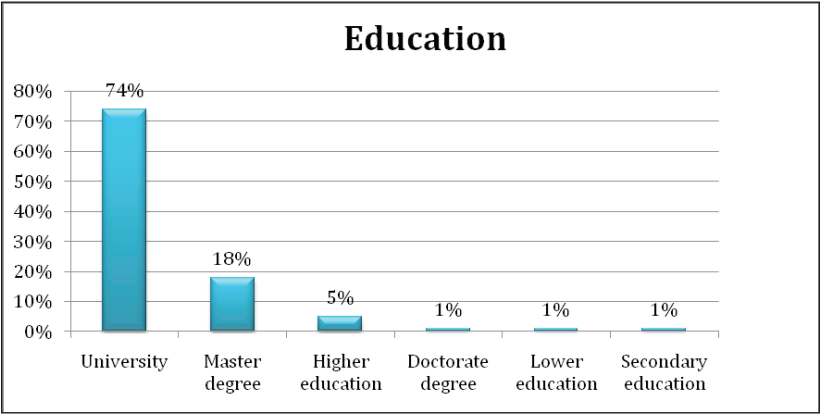


Of the total, 35% of men were married and 5% not married. 40% of women were married and 20% not married.

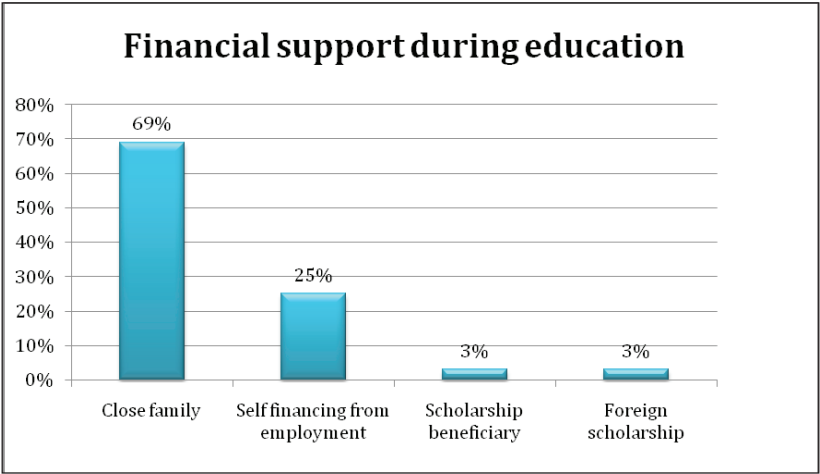


EDUCATION

Level of education of employed women is high. Close to 74% of them have finished university while close to 18% have a master degree and only 5% have finished non-university higher education. In the group approximately 3% of the share includes cases where education is at low level or third degree (doctorate).

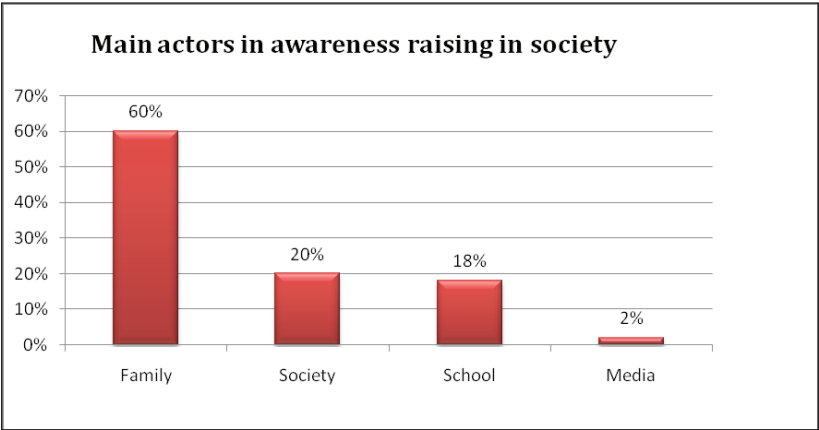


The family remains the main supporter in education. This was stated approximately by 69% of respondents. However, the number of those who have to do a job to cover their tuition costs is not small, about 25%. Beneficiaries of an education scholarship both within and outside the country are approximately 6% of respondents. Participants in focus groups said that the institutions can support employees in further education and the number of scholarships should increase.



“Institutions can support employees financially in their further education”

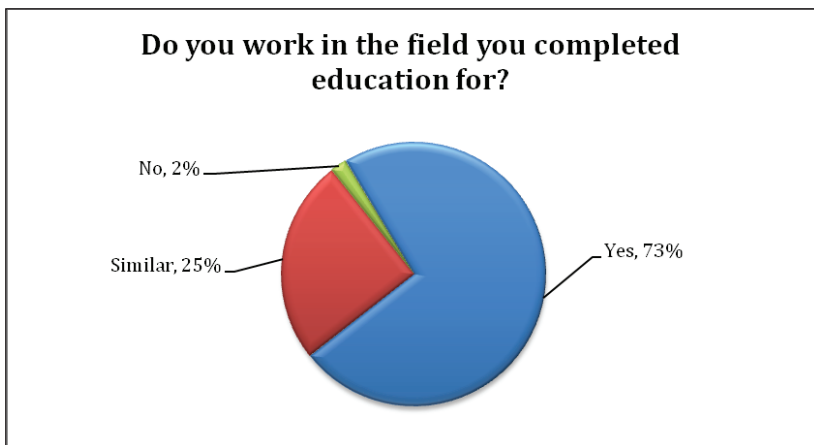
The family is also seen as the institution with the primary role in raising awareness on gender equality, followed by society and schools. Media, according to the survey, appears to have a lower role in raising awareness, with only 2%. However, focus group participants agree that the role of schools in raising gender awareness through educational programs or various forms should be increased. The same importance is placed on civil society, which may have the same role and importance as the family, according to several participants in the focus group.



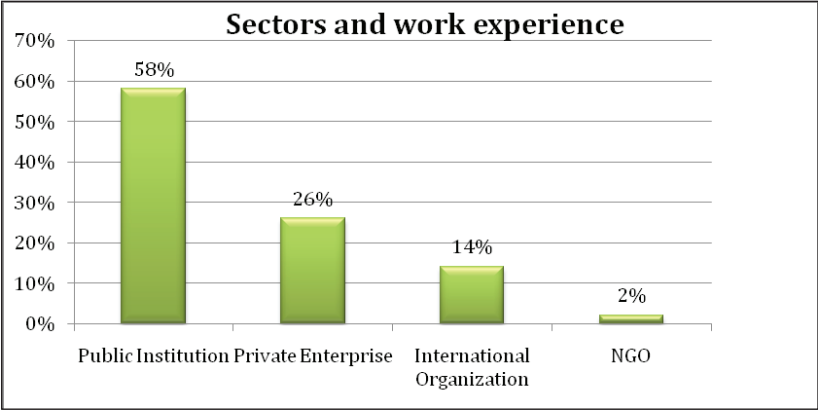
“School should play a more prominent role in raising gender awareness”

EMPLOYMENT

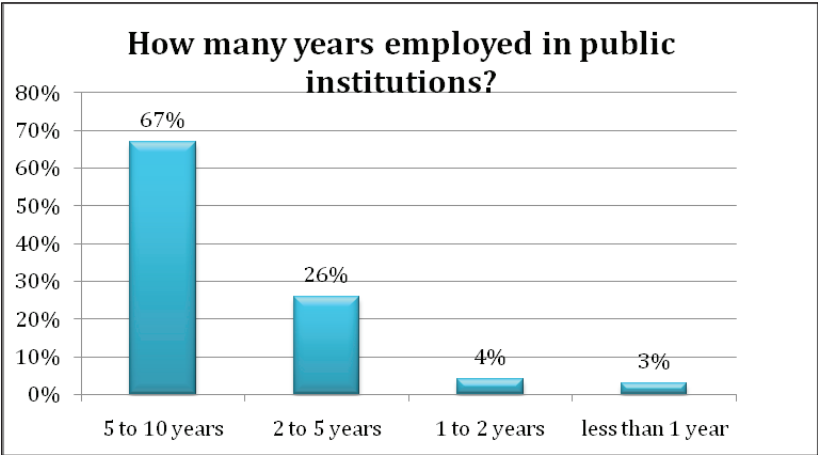
In most cases, education is the determinant in ensuring the workplace or appointed position. Of the respondents, 73% work in the profile for which they completed education, while 25% work in a similar profession. Only about 2% work outside their profession.



The public sector remains further the sector where women have been more successful in securing a job. According to the survey, 58% of women work in the public sector, while 26% of employed women are in the private sector. In addition, a sector where women have managed to secure jobs are international organizations where about 14% of women work, and the non-governmental sector which is usually assumed to offer greater opportunities for women, has employed only about 2 % of women. The graph below clearly illustrates the work experience and employment sectors.



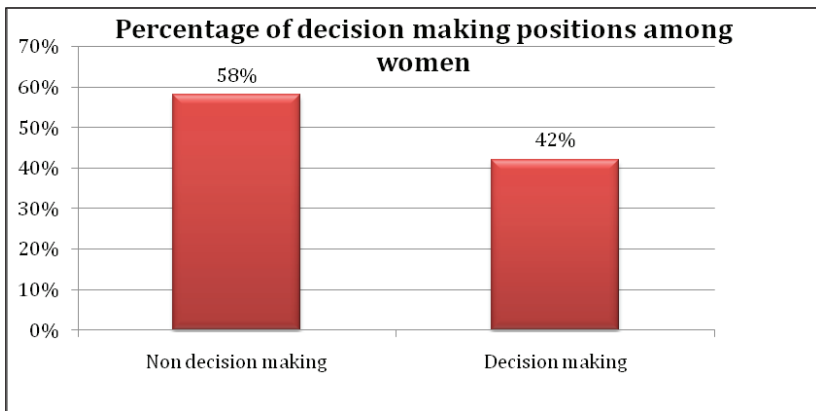
Research shows that maintaining the workplace and stability in maintaining a position are a positive example of empowering women. Over 67% of surveyed women have long work experience in public institutions, from 5 to 10 years. This is followed by 26% of women who have been working in public institutions between 2 to 5 years. As the survey shows, the sustainability of public sector seems to be the highest.



However, most employed women do not hold decision-making positions in the institutions they work for. From survey

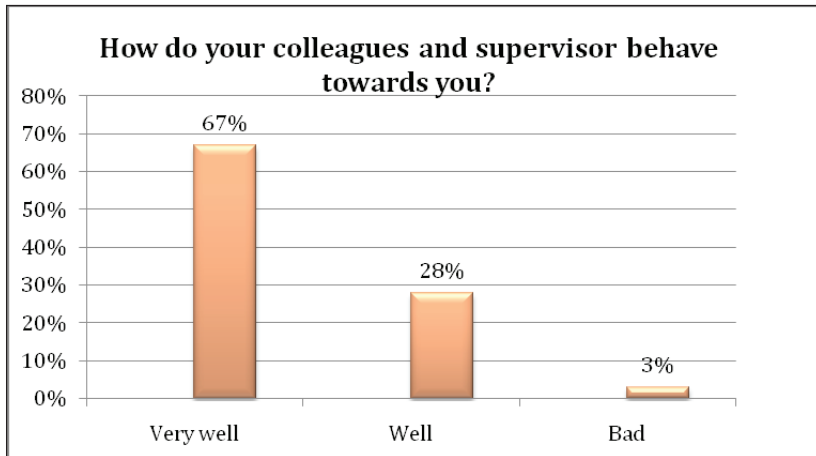
SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO"

conducted on this question, and taking into account only two variables, near 42% of women surveyed have decision-making positions, and about 58% of them hold non-decision making positions, including all institutions surveyed such as public institutions, private enterprises, international organizations and NGOs. On the other hand, data from the MPS/DCSA for years 2008 and 2009 show that the number of women in management positions at local and central level is 50 women in 2008 and 67 in 2009. Women in managerial positions in 2008 are 528, and in year 2009 there are 560.

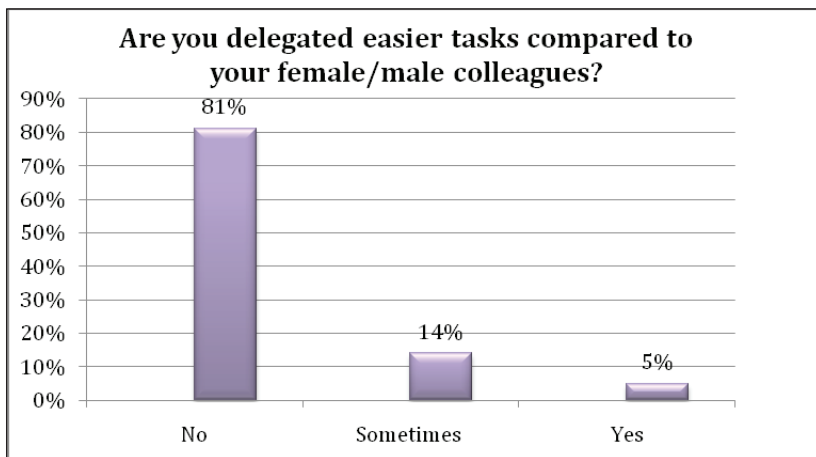


"Around 60% of women hold non decision making positions"

With regard to the number of hours that women work, the survey indicates that there is no discrimination or favoritism based on gender. More than 97% work 40 hours per week and declare that they work less hours than their male colleagues. Treatment of employees by work colleagues is good and no gender-based discrimination was reported. Only 3% of respondents are not satisfied with how their colleagues treat them.

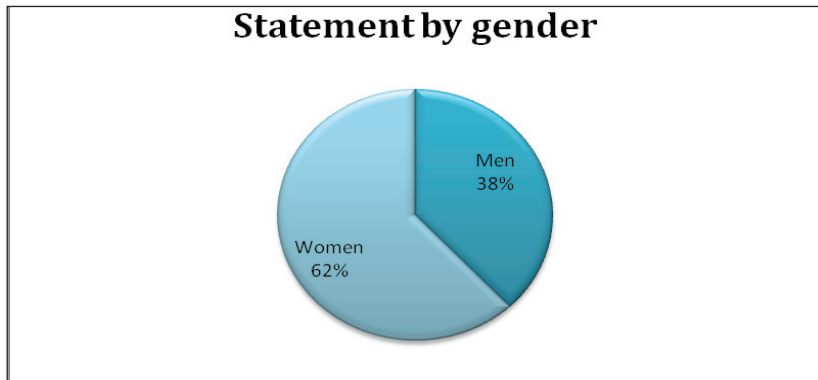


In addition, no discrimination is noticed, nor any kind of favoritism highlighted in delegation of tasks, with some small exceptions. Among them, 81% declare that they are not delegated jobs that are easier than those of the other gender, 14% say that sometimes they are delegated the easier jobs, and only 5% state that they were delegated easier jobs than the other gender.

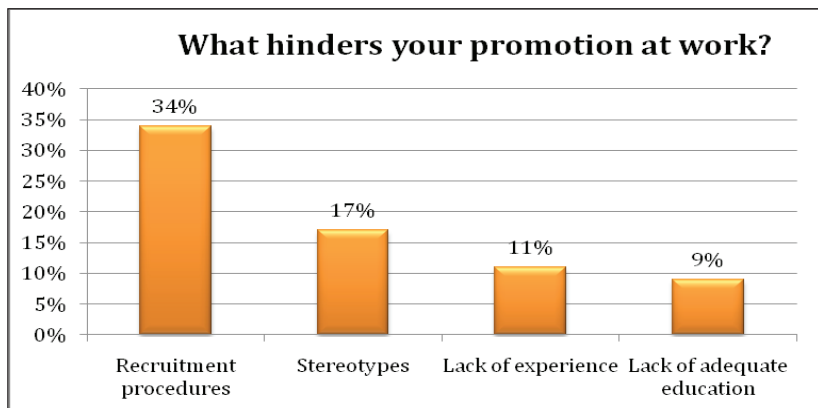


The gender structure responding to the above question was

38% male and 62% female.



However, it is interesting that a large part declare there were barriers in promotion, and most of these barriers relate to recruitment procedures. A discouraging role is played by the presence of stereotypes¹⁸ that may result in an impact on education and thus reduce the opportunity for employment and for creating work experience.



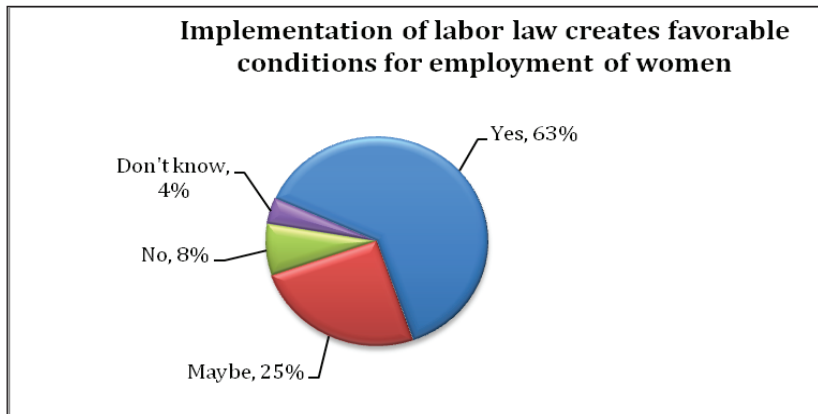
18 The word "stereotype" comes from the Greek language and is composed of two parts; stereos "strong", "solid" and typos "impression", which in direct translation means "strong impressions, solid impressions", adopted from http://the_english_dept.tripod.com/stereo2.htm.

Another wider definition is as follows: a stereotype means "simple, often inaccurate generalizations on a group of persons", adopted from The Penguin English Dictionary, "Stereotype", Publisher Penguin Books, third Edition, 2007, page 1260.

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The approval of a new Labor Law by the Assembly of Kosovo is seen as an opportunity to improve the position of employed women and workers generally without gender differences. Approximately 63% of respondents believe that the new labor law will create favorable conditions for employed women, while 25% of respondents expressed doubt on the implementation of this law, joining the 8% of those completely skeptical about the implementation of the law.

However, not all share a thought so optimistic. Some participants¹⁹ said that labor law implementation varies between private and public sector. Often the private sector applies minimum law norms, or does not even implement it at the minimum scale. Institutions, in this case, the Labor Inspectorate should be more active and consider gender discrimination, especially in the private sector.



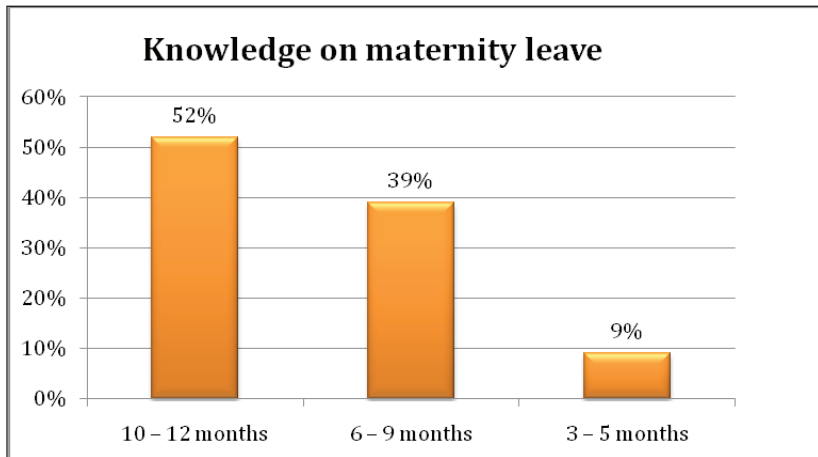
"In the private sector, law is often not implemented even at the minimum scale"

On the other hand, a relatively large number of respondents, about 48%, are seen not to be well informed with the contents of the Labor Law and the rights guaranteed by this law for employees. In one of the most "burning" questions, which is

¹⁹ Opinions expressed in a focus group organized on May 12, 2011. Participants came from different work sectors.

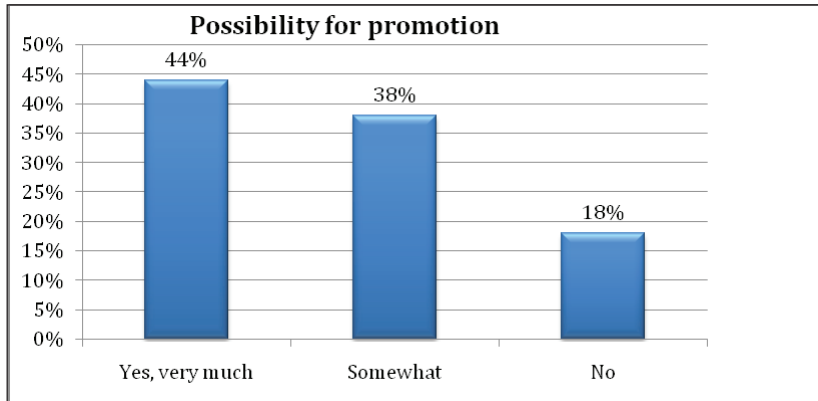
SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO"

related to maternity leave, just over half of respondents (52%) stated that maternity leave on the basis of the new labor law can be up to 12 months, while 39% think that the leave could last 6-9 months, while 9% think that maternity leave is 3-5 months.



Around 59% believe that maternity leave is sufficient, while 41% say that this time is insufficient. However, such a response is justified by the fact that some respondents did not know exactly what the length of maternity leave is.

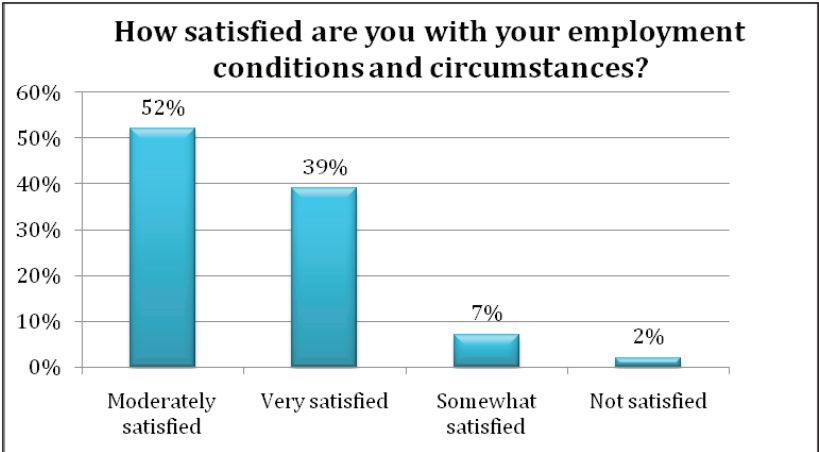
When it comes to promotion in career and support from managers, this applies to both genders; around 44% of respondents are very satisfied with the support they enjoy, while 38% are somewhat satisfied. Only 18% of them expressed dissatisfaction with the opportunity for career advancement. Financial opportunities as a barrier in career advancement or further education should be emphasized as well.



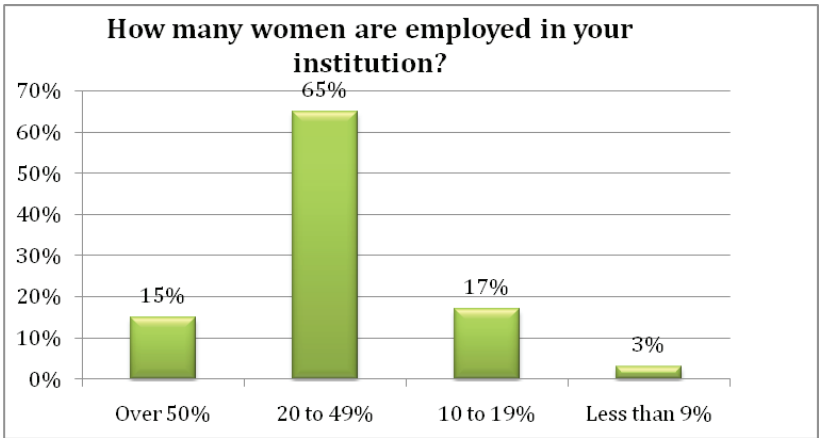
"Over 56% express dissatisfaction or are completely dissatisfied with the opportunities given for career advancement"

Moreover, most agree that institutions provide relatively good opportunities for staff enabling them to increase capacity through financing training by the institution that employs them. But on the other hand, until now, in the focus group meeting with officials for gender equality, only 3 out of 15 employees were given the opportunity for career advancement.

Nevertheless, terms and conditions of employment appear to be somewhat enjoyable. Close to 51% of respondents said they were moderately satisfied with the opportunities offered by the institution, and nearly 39% say they were very satisfied. 9% altogether have little or no satisfaction with employment opportunities. In general, working conditions appear to be satisfactory for women employees.

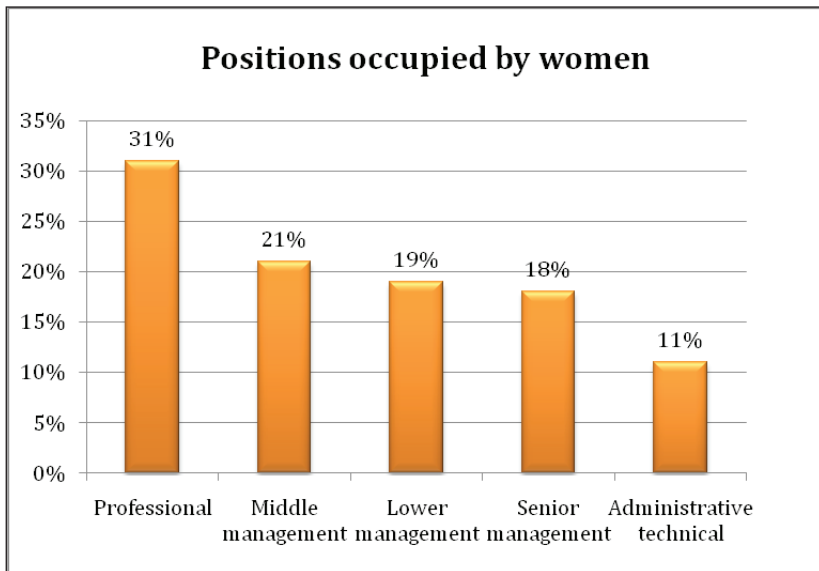


Although still not at satisfactory level, the percentage of female employment in public institutions²⁰ but also private ones has improved. Over 60% of public institutions have more than 20% of female employees. Other sectors contain less women employees.



²⁰ For practical analysis reasons, institutions are divided into two groups: public and private. Public institutions include all institutions where the survey was conducted, such as ministries, different government agencies, local municipal level, etc. Private institutions include: private enterprises, international organizations, and NGOs. In addition, to refer to statistics and sectors in more detail, see page 14, graph “Sectors and work experience”.

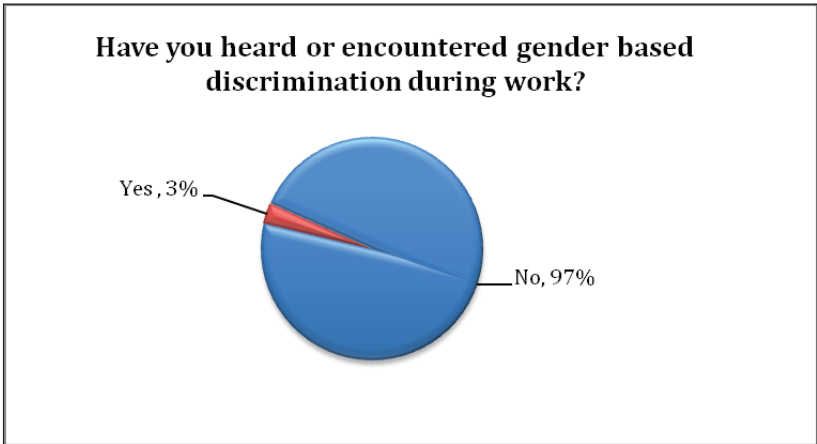
However, the positions women hold in the institutions where they work are mostly professional positions with 31%, middle management positions 21%, lower management 19%, while only 18% have senior managerial positions, and 11 % hold technical and administrative positions.



**“Only 5% of female respondents
were lucky to find financial support
for post-graduate studies”**

In addition, the respondents had no financial support from any source to continue post-graduate studies in Masters or PhD after their employment. Only 5% of respondents were lucky to be covered the costs of post-graduate studies.

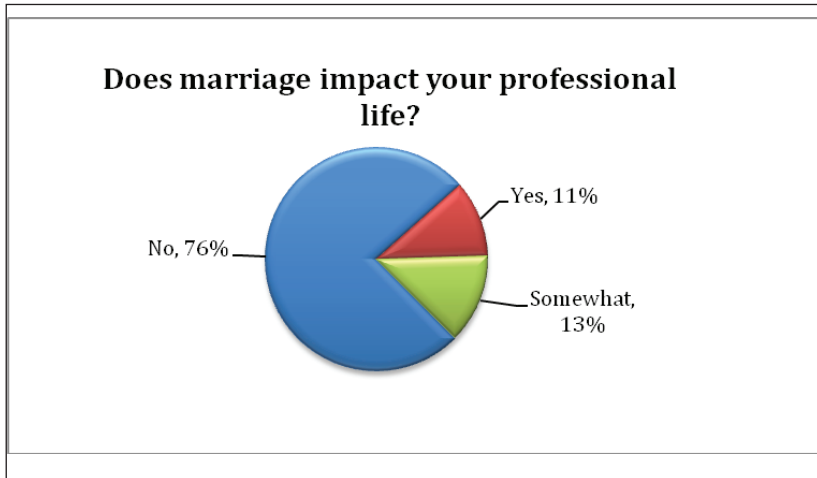
Respondents in general, from all sectors, expressed that they had not encountered gender discrimination during the recruitment process. Of all respondents, 97% deny to have had any kind of discrimination based on gender, both men and women.



FAMILY

The family is considered the most important institution in support of women in education and employment. Creation of the family, married life, presents no obstacle to professional life for 76% of respondents, and only 11% declare that marriage was an obstacle, while 13% have encountered obstacles somewhat after marriage. However, there is swinging between work and family. Respondents from focus groups say that “after marriage family obligations increase that may affect work indirectly”²¹

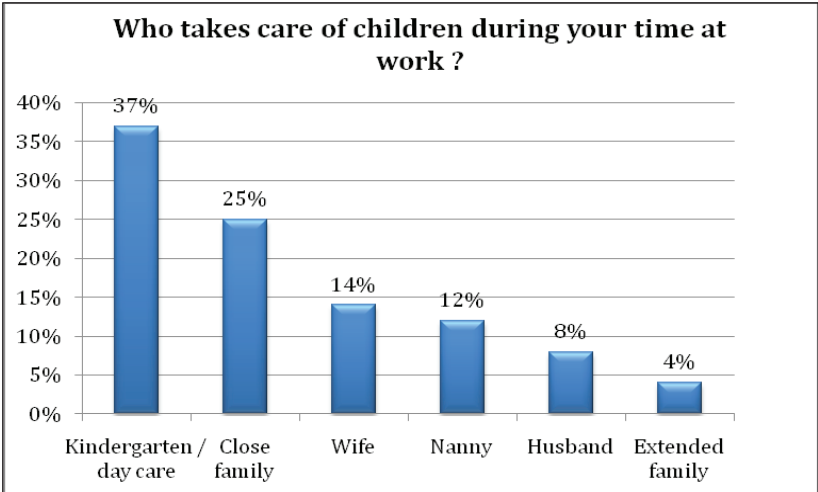
²¹ Opinions expressed in a focus group organized on 12 May 2011. Participants came from various work sectors.



"Close to 25% of women respondents believe that marriage can present obstacles to work"

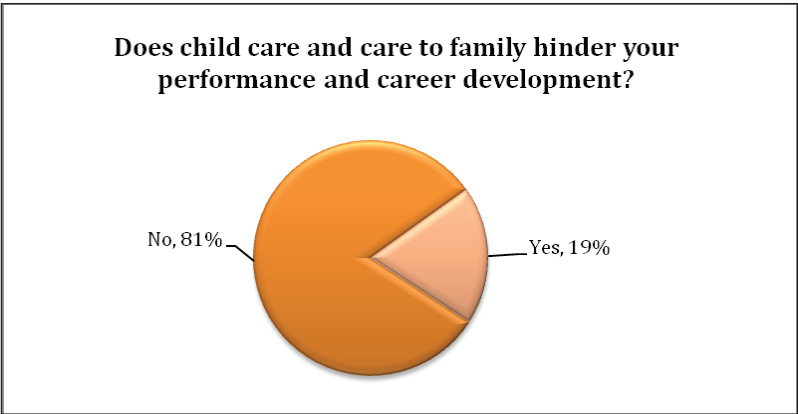
Close family remains the second largest supporter with 25% of employed parents for child care. Next are kindergartens and care centers which lead with 37%. The rest of the mothers find alternative ways to raise children or for child care, such as employment of a nanny (12%), spouse or help from extended family, which together make up 12%. However, criticism is also directed to institutions, which according to respondents in the focus group should have their kindergartens for the employees, as some private institutions do²².

²² Examples for reference from participants in this focus group were Raiffeisen Bank and ProCredit Bank, as two institutions which have their kindergartens for children of employees.



"Public institutions should have their kindergartens for employees"

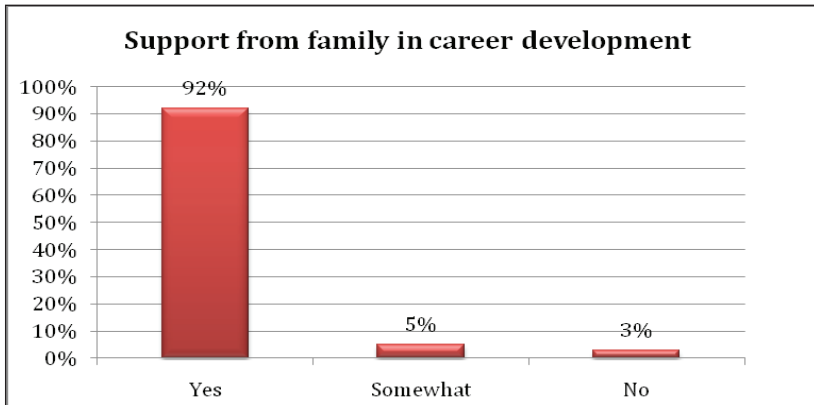
But on the other hand, in all cases, both among men and women, family care seems to be no barrier to performance at work (81%), while 19% think however that care given to family could affect their performance.



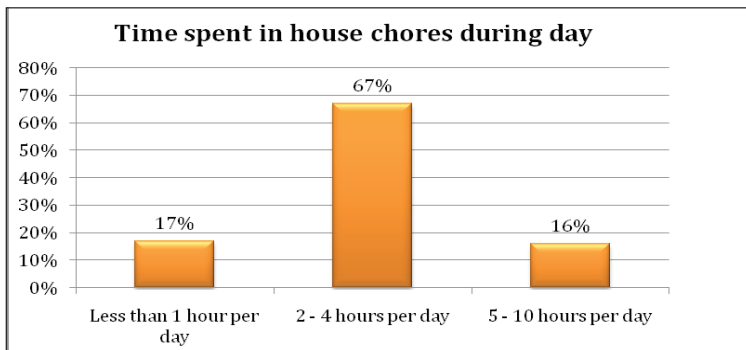
The family remains one of the supporters even in further career development for women. Over 92% of respondents have had

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the support of their family, and only 3% stated that they have not enjoyed such support, while 5% say somewhat. Moreover, focus group participants stated that "the family is never an obstacle in advancement however the encouragement is more moral rather than concrete in the division of responsibilities"²³



But besides their involvement in the institutions where they work, most women, about 67% of them spend 2-4 hours a day to do housework, while 16% of them spend 5 - 10 hours a day on house chores. About 17% of women have minimized their engagement in household chores to an hour.



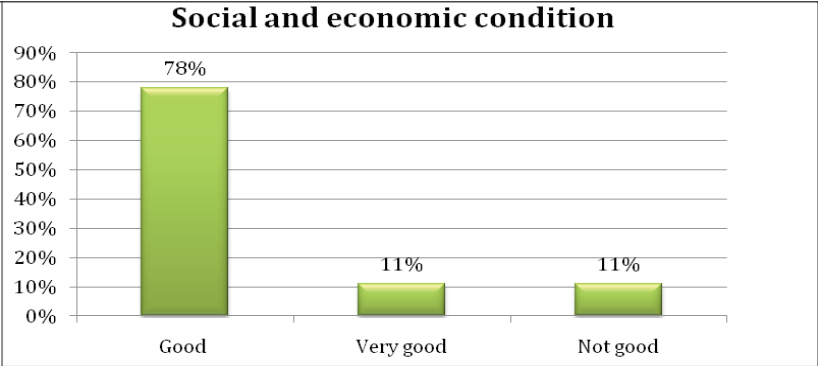
SOCIAL AND ECONOMIC CONDITION

Engagement of women in housework is directly related to

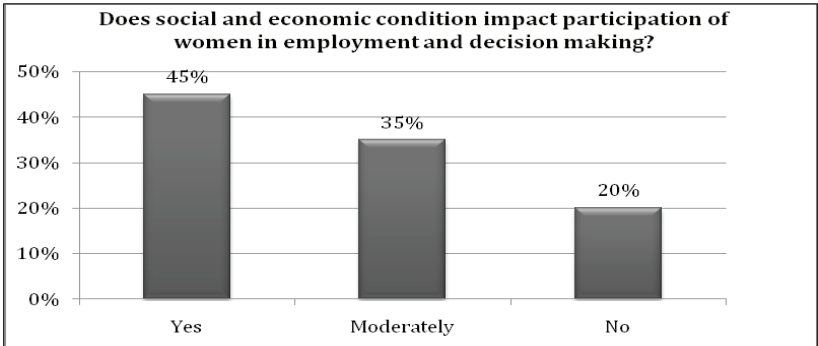
²³ Opinions expressed in a focus group organized on May 12, 2011. Participants came from various work sectors.

SURVEY: “WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO”

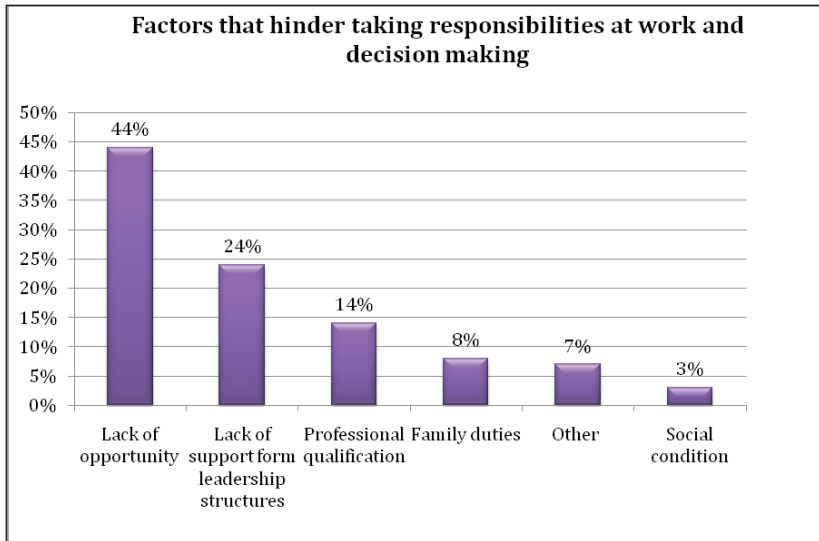
their economic situation. Women who have better economic conditions have less commitment to their household chores. Mainly, the economic situation of women employees is considered to be good for 78%. While, 11% each is the two extremes: very good economic condition and not very good condition.



It is important to note is that none of the employed women said they have a bad or very bad economic condition, indicating that women’s employment directly affects the economic and social situation. About 80% indicate that the economic situation also affects the participation of women in employment and decision-making to a large extent and on average, while close to 20% think it has no impact.

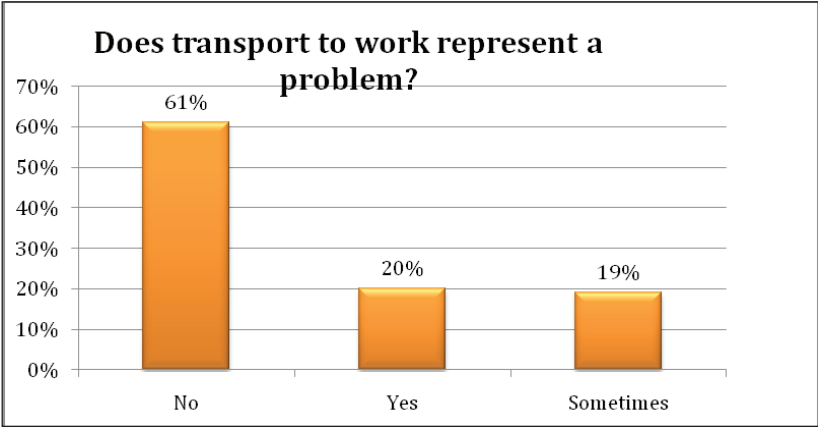


"Close to 80% of women believe that the economic and social condition has an impact on employment and decision making"



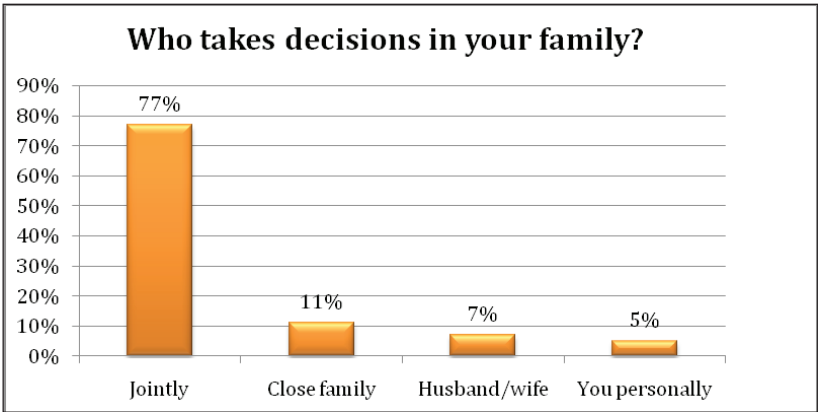
One concern seems to be transport to work. Close to 40% of respondents indicated that transportation to work represents a difficulty. While 61% do not see this as a problem, they may use public means of transportation or private cars for transport to work. The same concern was expressed in the focus group where participants say that "transport in general is a problem that is a concern for the employees both in urban areas and in rural areas." Moreover, "employers in general do not provide organized transportation for the employees, as is the case in some private companies and international organizations"²⁴.

24 Opinions expressed in a focus group organized on May 12, 2011. Participants came from various work sectors.

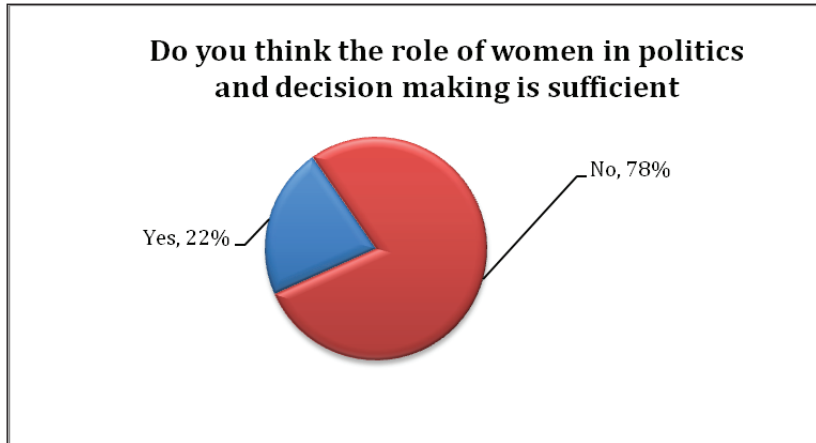


DECISION MAKING

Women feel as participants in the decision making process in the family. Of them, 77% declared that decisions in the family are taken together, and only 5% declare that they themselves take decisions.



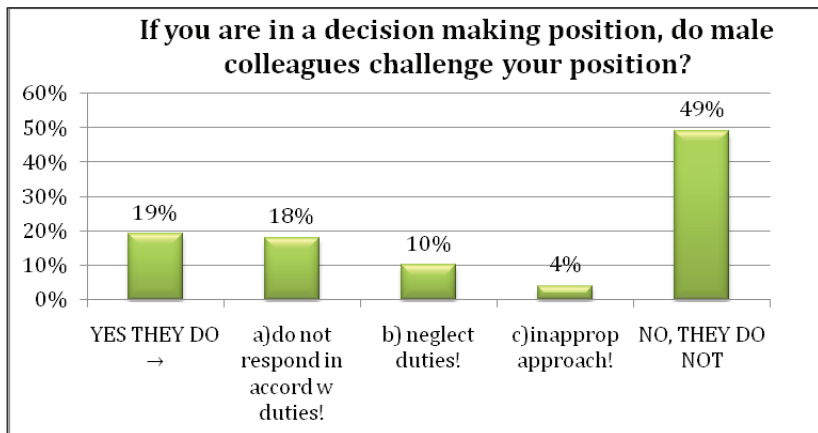
But women are not satisfied with the role they have in politics and decision making. Over 78% of them are not satisfied with this role and, close to 22% think that the role of women in decision making and politics is satisfactory.



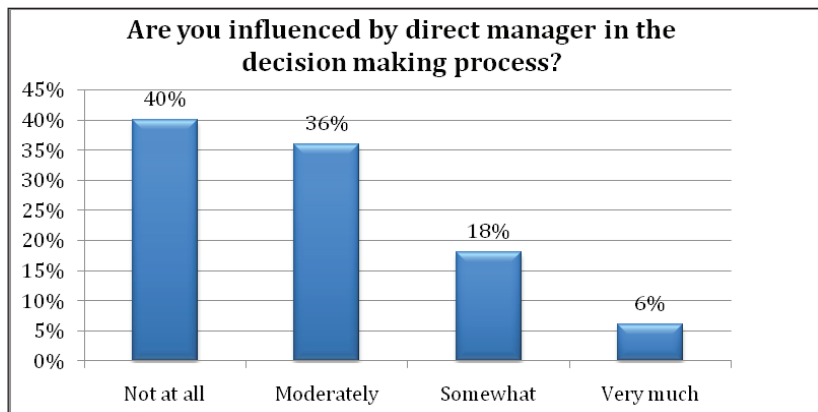
Also, over 50% of women feel they are challenged²⁵ by male colleagues for the posts they hold, and the reasons are primarily non-readiness to respond to work obligations, neglect of duties and inappropriate collegial approach. While 49% of male colleagues do not challenge them in any way because of gender and related to the position they hold. Some participants in focus group say that: "It is more difficult for men to accept when a female is leading thus they challenge her in various forms such as: neglect of authority, neglect of duties, etc²⁶".

25 See first variable, a. b. and c. together, to derive a percentage over 50%.

26 Opinions expressed in a focus group organized on May 12, 2011. Participants came from various work sectors.

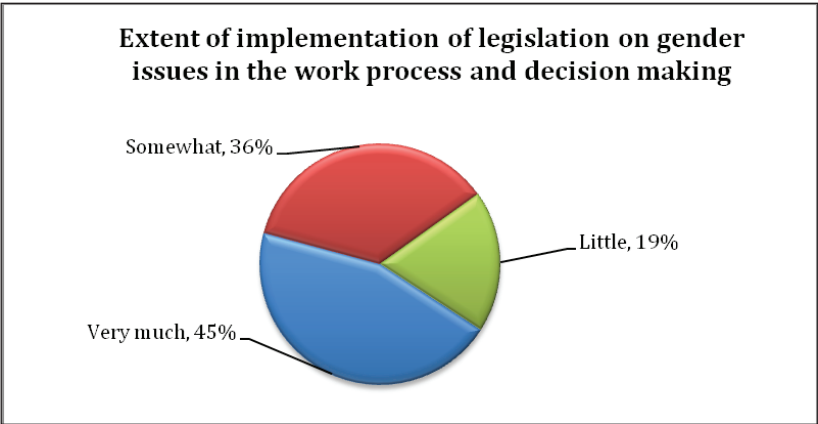


Women also seem to be influenced by their managers during the decision making process, but not in the extent that they cannot make decisions independently. Over 40% of them are not influenced at all, while 36% are moderately influenced, 18% are influenced somewhat, and only 6% are influenced a lot by their managers in their decision making process.

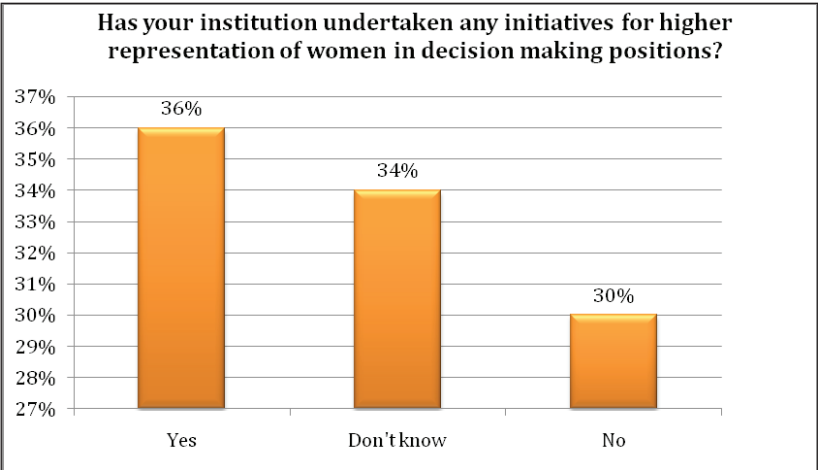


More than half of respondents think that the legislation governing participation of women in decision-making process is not sufficiently implemented, while 45% of respondents

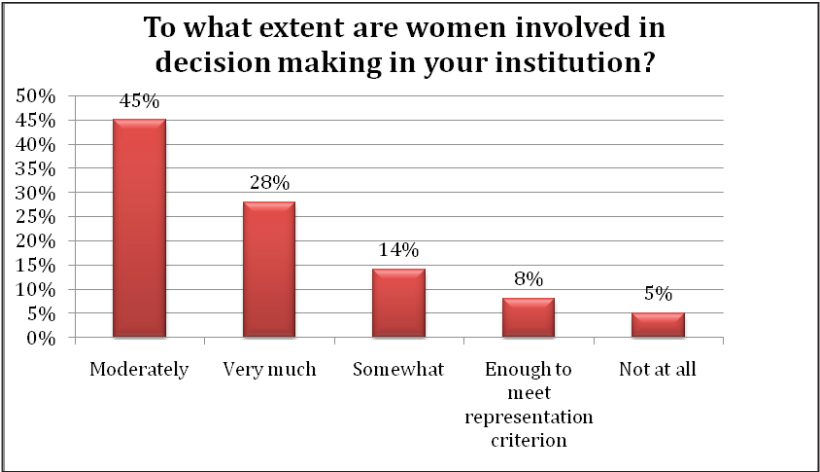
SURVEY: “WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO”
believe that laws are applicable.



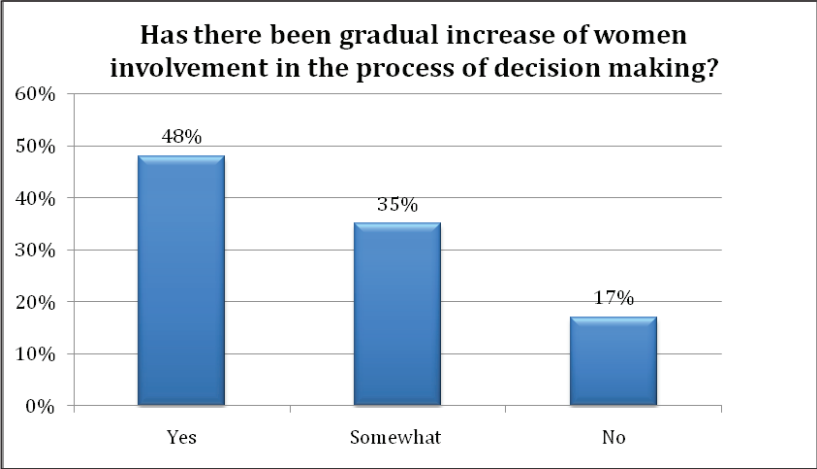
Regarding the commitment of institutions to promote the participation of women in the decision-making process, 36% of respondents believe that their institution has undertaken an initiative to increase women’s participation in decision making, but on the other hand, 30% say that institutions have not have taken any initiative, and furthermore 34% do not know whether their institution has taken any initiative for wider representation of women, which leads to the conclusion that the largest percentage belongs to lack of initiative by the institution.



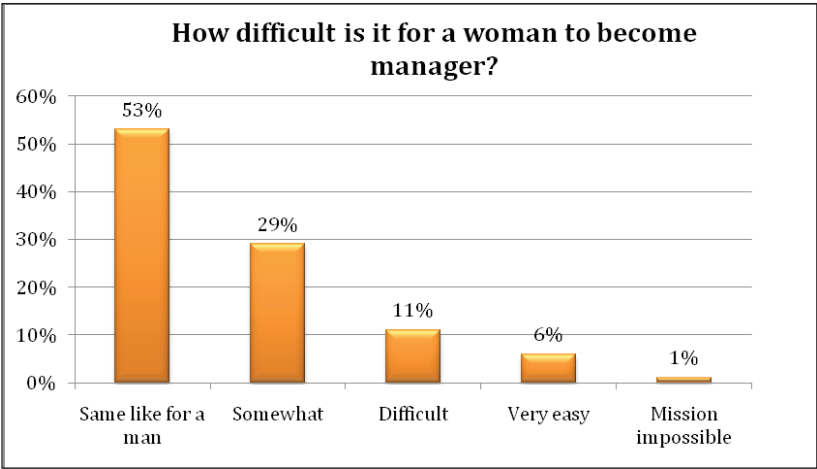
Moreover, respondents think that women are involved in the decision making process in institutions where they work. 28% of respondents think so, and they say that women are very involved in the decision making process. 45% believe that women are moderately involved. And about 28% believe that women are little or not at all involved in the decision making process, or they are only involved in order to meet the criterion of representation.



Another encouraging fact is that women’s involvement in the decision making process is growing, if we consider that close to half of respondents (48%) believe that there has been a gradual increase of the involvement of women in decision making. Only 17% of respondents believe that there has been no gradual increase of women in the decision-making process, while 34% think that involvement has increased somewhat.



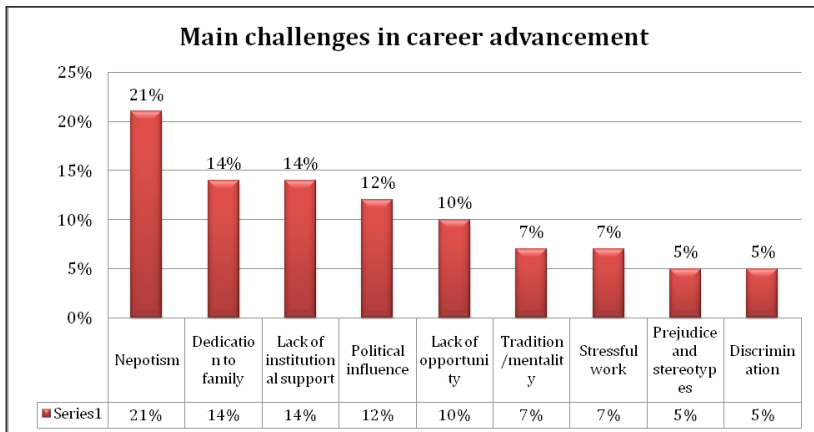
In addition, the fact that no gender differences are noted in career advancement is important, if we consider that today respondents believe (over 53%) that possibilities for a woman to have a managerial position are the same as for a man. However, difficulties are stated to be the same for both women and men considering the labor market opportunities in general in Kosovo.



Among the greatest difficulties that women encounter in their

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career development, are the following listed by respondents: nepotism, lack of institutional support, political influence, family duties, stereotypes, discrimination, etc. In addition, they also mentioned other reasons such as: recruitment procedures, stressful work, tradition/mentality, etc. However, the percentage seems to be distributed among the categories, but it is important to note that nepotism collects the most points - 21%. The same response also came from participants in the focus group, where nepotism and political influence are mostly expressed, followed by stereotypes and prejudices. This social phenomenon, if not treated seriously, could lead to an increase in discrimination and can contribute to a decrease in efforts for equal opportunity.²⁷

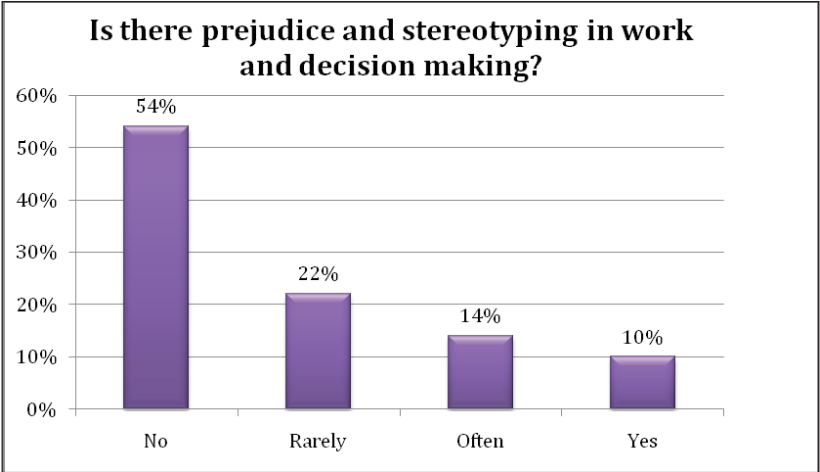


STEREOTYPES

It is very encouraging that the respondents think there are no major stereotypes and prejudices based on gender. But the same opinion is not shared by participants in the focus group, who state that the level of stereotypes is higher than it is usually declared²⁸.

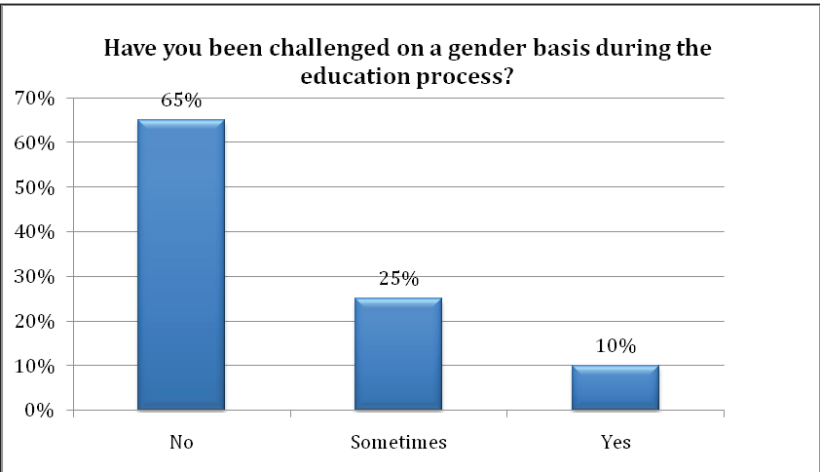
²⁷ Opinions expressed in a focus group organized on May 12, 2011. Participants came from various work sectors.

²⁸ Opinions expressed in a focus group organized on May 12, 2011. Participants came from various work sectors.



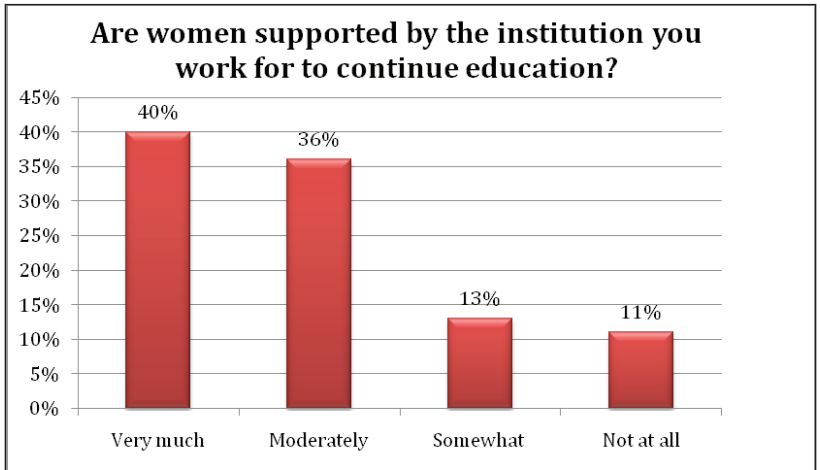
"The level of stereotypes is higher than declared"

On the other hand, most of the challenges that women face in the process of education but also in the work process, are similar to those faced by men, and according to the survey this has nothing to do with gender. Over 65% of respondents were not challenged on grounds of gender, and 25% say that gender has sometimes brought them challenges in their lives.

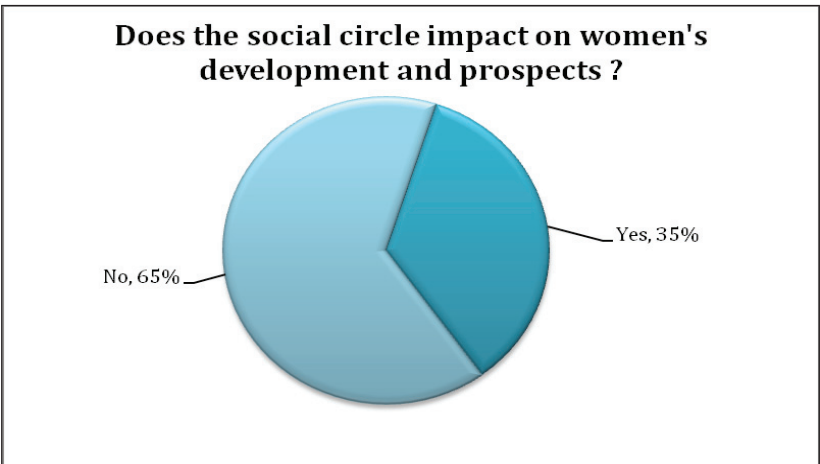


SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO"

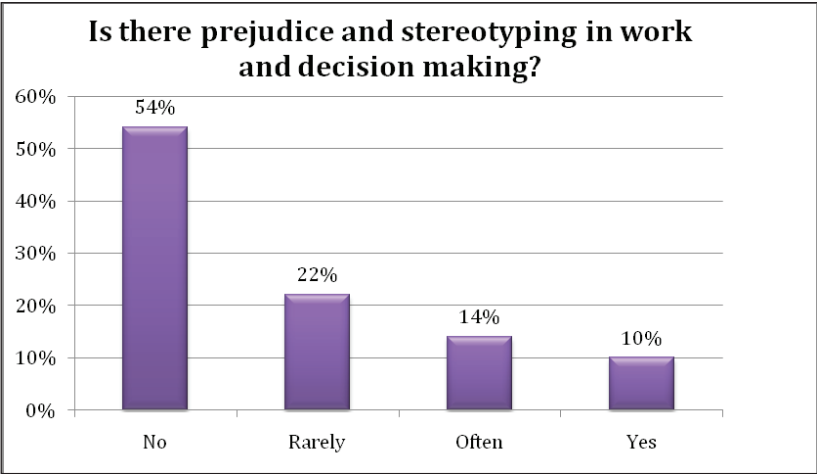
In addition, more than half of respondents believe that women are highly supported (40%) or moderately (36%) by the institutions where they work, to continue further studies. Only 11% think that they have no support, while 13% believe that the support is low.



Another important factor is the social circle: which is not seen to be an obstacle to the development and prospects of women, as statistics show. Over 65% say that the social circle is not an obstacle at all, while 35% believe it is an obstacle.

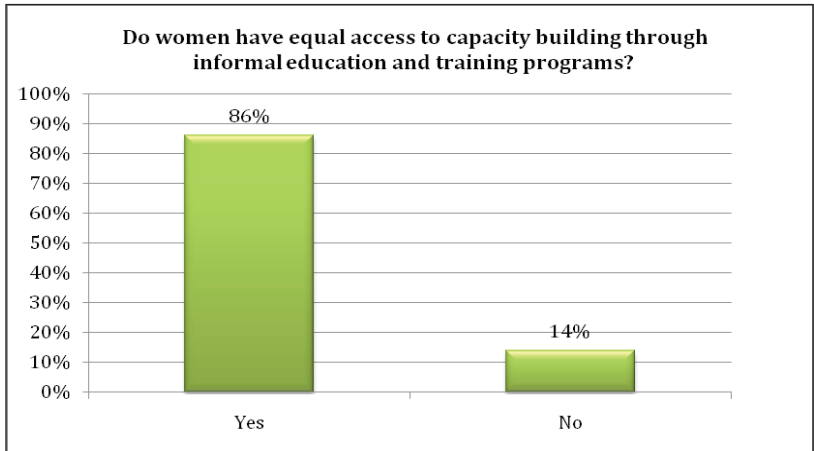


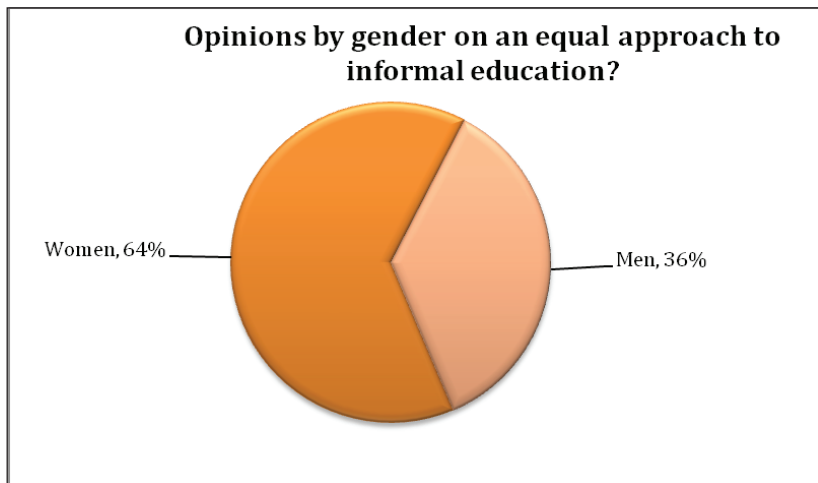
Likewise, in the institutions as well, prejudices, stereotypes or gender-based discrimination in recruitment or in the case of the decision making process do not seem to be much present.



INFORMATION/ AWARENESS

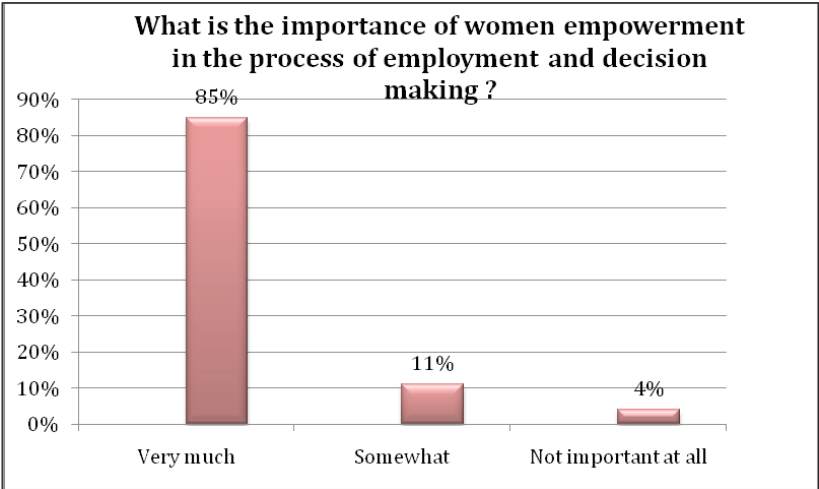
About 86% of respondents (64% of women and 36% of men) believe that women have equal access to capacity building through non-formal education or participation in training. Only 14% think that women are not offered equal access.



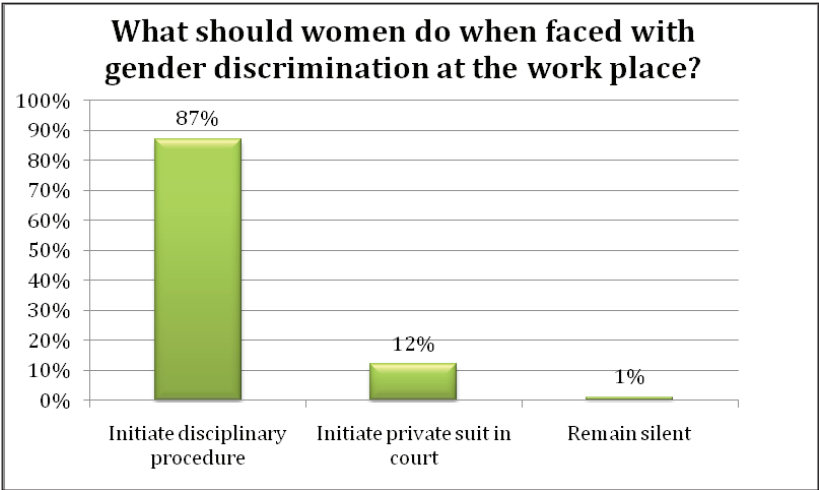


Moreover, information about legislation in force that promotes gender equality is satisfactory, but leaves much to be desired. About 63% declared they have knowledge about the legislation and 30% of respondents did not know the law in this area, which is actually a relatively high percentage. Among the laws that promote gender equality, over 90% of respondents listed: the Law on Gender Equality and Labor Law. In addition, a large number of respondents mentioned the Civil Service Law and the Law against Discrimination. Other parts of the legislation referred to were the Constitution of Kosovo, Resolution 1325 of the United Nations, Conventions against Discrimination, etc.

One other important aspect is the empowerment of women in work and decision making, and according to respondents, about 85% believe it is very important, while 11% believe it has little importance, and only 4% think it has no importance at all.



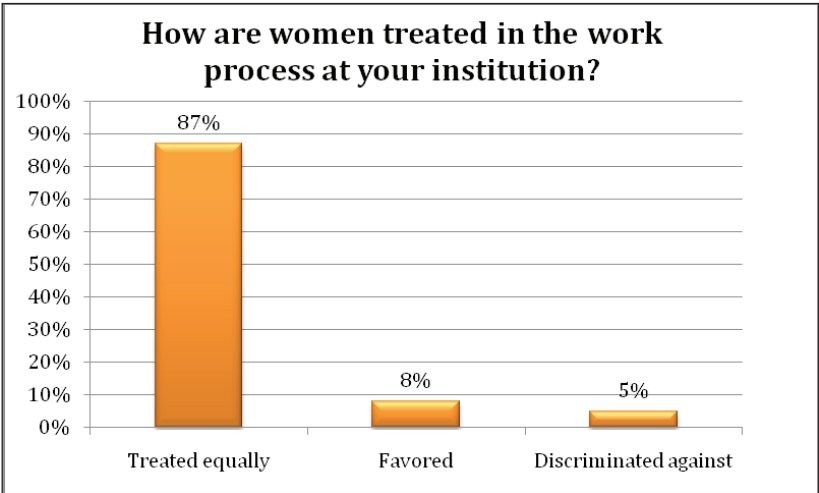
In addition, high awareness is noted regarding reporting of cases of gender discrimination in the workplace. Almost 99% of respondents stated that the case should be reported either by initiating disciplinary proceedings (87% of respondents) or private lawsuits filed in court (12%) and only about 1% believes that the cases should remain silent, while abandoning the job is not seen as an alternative at all, with less than 1 percent.



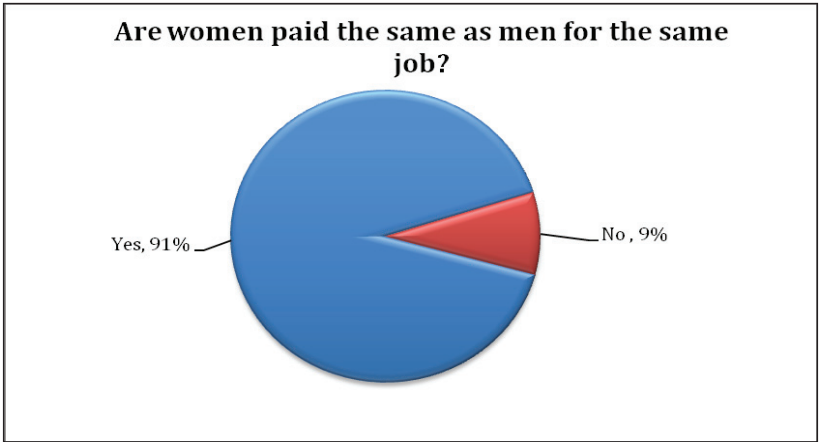
According to respondents in public and private institutions in

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Kosovo, gender-based discrimination is low, whether negative or positive discrimination. Women are treated the same as men in their places of work and this is believed by 87% of respondents, while 5% believe that women are discriminated against while 8% believe they are favored.

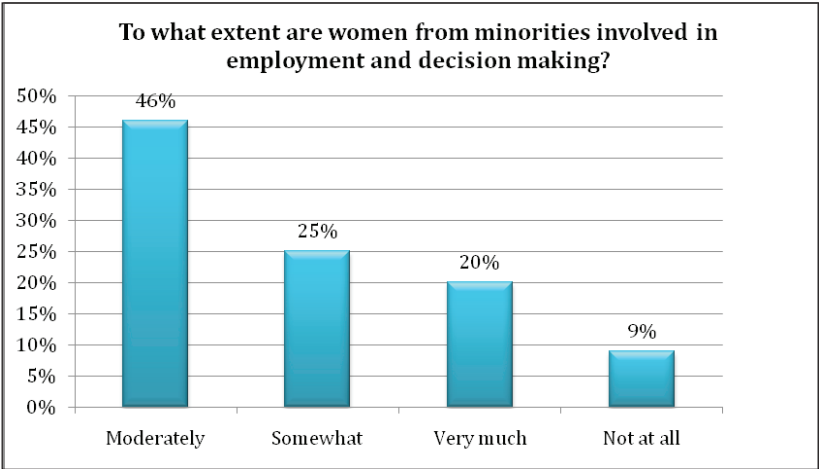


A similar thought is expressed with regard to payment for work that women or men do, 91% of respondents believe that women are paid equally as men for equal work, while 9% believe that there are differences between the genders.

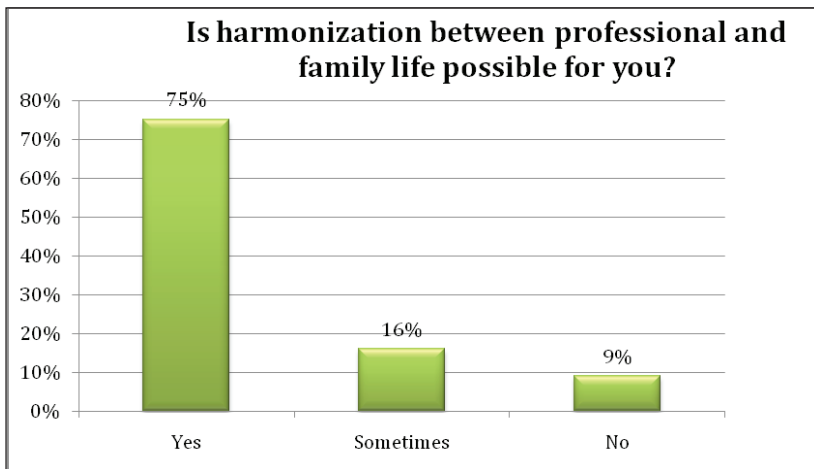


SURVEY: “WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO”

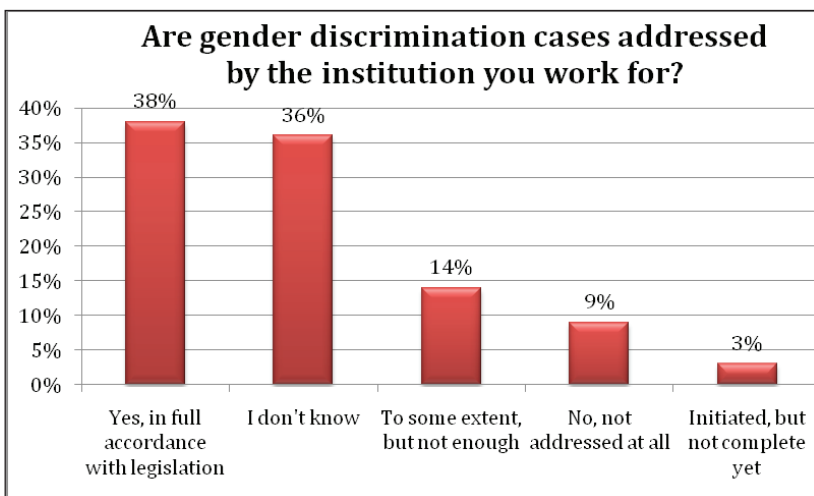
In addition, there is a positive opinion regarding the inclusion of women from minorities in the employment and decision-making process. Only 9% believe that women from minorities are not included at all in the workplace or decision-making, but 20% believe they are involved more in work as well as decision making.



Another important aspect is the harmonization between personal and professional life, which seems to be well balanced by the women employees. For 75% of respondents such a balance is possible, 16% think that such harmonization cannot be achieved always while 9% of respondents believe it is not possible.



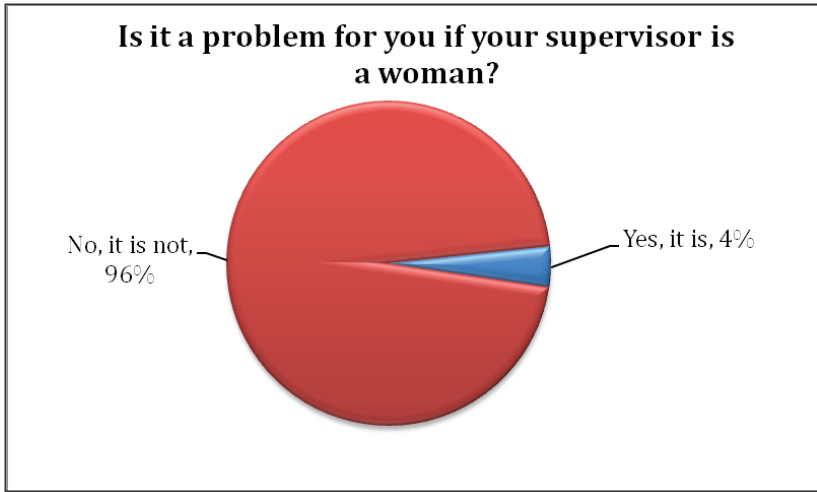
In addition, it is important that the majority of cases of gender based discrimination in institutions have been addressed, although 14% think they are addressed as much as they should be, and 36% have no knowledge of that. 38% of respondents answered that to their experience and knowledge, all cases are addressed in full compliance with legislation.



What is very important and a very encouraging result of this survey is that the leading role of women is extremely acceptable in public and private institutions in Kosovo. About 94% of

SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO"

respondents stated that they have no problem if their direct supervisor is a woman. However, focus group participants expressed that this may be different in reality, "there is more to it than what is declared" ²⁹.



²⁹ Opinions expressed in a focus group organized on May 12, 2011. Participants came from various work sectors.

CONCLUSIONS AND RECOMMENDATIONS

Kosovo has very advanced and modern legislation, including legislation in the area of creating equal opportunities and advancing the position of women in political and public life. The Assembly of Kosovo has adopted a series of laws aimed at advancing women's position in society and increasing their role in leadership positions, including a special law that aims to ensure gender equality such as the Law on Gender Equality. In addition, adoption and entry into force of the Labor Law is expected to create better opportunities for employment and advancement of women in their career.

Despite very good legislation to ensure legal equality, and established mechanisms to achieve gender equality in the workplace and in decision-making bodies, major challenges remain, not only for institutions of Kosovo, but also for the society in general in achieving this goal. The number of women employees in public and private institutions in Kosovo is still not proportional to the gender proportion of the population. This proportion is even lower in decision-making positions although in this area significant progress is marked. For the first time in Kosovo, the country is governed by a woman President, and the Government of Kosovo has two women deputy prime ministers.

Although laws and other legal acts prohibit any form of discrimination and provide equal conditions for employment for both genders, in many cases this is not sufficient to encourage women to engage in the work process. A number of conditions and other circumstances make equal access of men and women in the work process impossible. The current level of economic and social development in Kosovo, as for example the insufficient number of kindergartens or even their work schedules, which are often not compatible with normal working hours, present an additional obstacle for women to participate in the work process.

Adoption of laws is not sufficient for achieving gender equality in institutions and society in Kosovo. Institutions created,

such as the Agency for Gender Equality or other mechanisms at national as well as local level, are important mechanisms for ensuring gender equality, and encouraging greater participation of women in decision-making processes. Although such mechanisms are important, their role and work would be minimal if these mechanisms do not possess the necessary instruments to exercise the right influence on other institutions that implement the laws, policies or strategies drafted by these institutions.

EDUCATION

Professional education and training is the main factor in the advancement of women in work and decision making processes. Education of women is mainly supported by close family; therefore institutions should create mechanisms or instruments to assist in the education of women and especially women from rural areas. Increasing scholarships or other forms of assistance for women will impact in increasing the level of education and thereby help to advance their position in the job and also in decision-making processes.

EMPLOYMENT

Another process that should be improved is the recruitment process. Despite their adequate education, women experience excessive bureaucratic hurdles, especially in recruitment procedures during the employment process, and these procedures often also directly affect getting a job. Negative phenomena such as nepotism, political influence and the like remain obstacles which women, compared with men, overcome with more difficulty. Combating such phenomena and the creation of equal opportunities for employment will also affect growing of the number of women employed as well as the work quality and responsibility. In addition, support for career advancement must be specific with either financial assistance or other forms and it should not remain at a declarative level or moral support which is valid, but not sufficient.

From the focus group discussion, only 3 out of 15 participants were given the opportunity for career advancement. Likewise, full and proper implementation of the Labor Law would help participation and advancement of women in the work process. Enforceability of labor law differs between the private and public sector, often in the private sector minimum legal provisions are implemented. The Labor Inspectorate should be more active and take account of the gender based discrimination, especially in the private sector.

FAMILY

Family is the foundation of social development therefore the family remains the greatest supporter of women in the education process, as well as further in the process of career development. The family has a key role in raising awareness on gender equality in our society. However, the achievement of gender equality is a huge responsibility and obligation to leave as a burden to the family only. Institutions should also

engage in achieving gender equality through various forms and programs. Although perhaps not directly, but the improvement of infrastructure, such as the opening of more kindergartens, the provision of transport from home to work, and other such facilities would result in a higher participation of women in the labor market. In addition to duties at work, employed women are also engaged in the family and housework. The approach towards family and the nature of family duties is different between men and women. In the case of illness of child, for example, mothers are generally more concerned and this also affects the performance and quality of their work.

ECONOMIC AND SOCIAL SITUATION

The economic and social situation is also a factor affecting the achievement of gender equality and the advancement of women, especially in career and decision-making positions. Women who have better economic conditions have less commitment to their household chores, and this affects their performance and career advancement. In addition, other problems such as lack of more kindergartens, or the high price in private kindergartens, or problems with transportation, generally concern the employees in urban as well as rural areas, affecting the work they do.

Increasing the number of public kindergartens or opening special ones like for public sector employees, similarly as some private institutions such as: "Raiffeisen Bank", "ProCredit Bank" have done, and the provision of transport by employers would affect not only an increased performance at work but also greater involvement of women in the labor market.

DECISION MAKING

While the role of women in decision-making process in the family is relatively good, their participation in decision-making positions in institutions and in public life still remains below the satisfactory level. Even when women hold decision-making positions they feel challenged by their male colleagues in various forms, such as: neglect of authority, neglect of duties delegated, etc. Nepotism, recruitment procedures, political affiliation also

remain the prevalent ways for career advancement vis a vis merit and professionalism at work which should be the leading

criteria.

Women face many challenges compared to men on their way towards careers. Furthermore, initiatives to advance women in leadership positions are scarce and mostly from women themselves in the institutions. Among the few initiatives is one by the Agency for Gender Equality which has offered 10 scholarships for women staff members in the government. However, such an initiative undertaken in 2008 has not been repeated in the coming years. Institutions should take affirmative measures such as scholarships for education or training programs.

STEREOTYPES

It is very encouraging that the respondents believe that there are no major gender based stereotypes. However, survey results do not reflect the overall reality, knowing that the respondents were mainly middle-level and high level managers. Focus group discussions have concluded that our society still has stereotypes and the social circle has an obvious impact. Besides family, society and particularly education institutions starting from elementary schools, should influence awareness raising and combat gender-based stereotypes.

INFORMATION/AWARENESS

In our society the family still plays an important role in awareness in general, including raising awareness on gender equality. Despite advancement of the position of women at work and decision-making positions, Kosovo society should do more to address awareness in order to achieve gender equality. Finally, in addition to education, information and awareness raising, the implementation of gender equality law, inheritance law and a range of other laws are the necessary prerequisites for achieving gender equality.

APPENDIX A

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APPENDIX B

RESEARCH PROJECT AIMS AND ACTIVITIES

In order to assess the situation of Women in the Labor Process and Decision Making, the Office of the Prime Minister of Kosovo, namely the Agency for Gender Equality has hired a consultant company, Leadership and Development Consultancy (LDC) to implement a research project on "Women in the Work Process and Decision Making ". The project envisages a survey of 550 officials of different levels in all central institutions and seven regional centers of the Republic of Kosovo, including five public and private companies and five NGOs.

The list of institutions by position is given below:

1. One Senior Manager;
2. One Department/Directorate Director;
3. One Head of Division;
4. One Personnel Management Manager/Officer;
5. One Head of Sector/Expert/Professional on certain issues depending on the institution;
6. One Administrative/Technical Officer;
7. One Gender Equality Officer or an officer at an equal level, and
8. One Human Rights Officer or an officer of an equal level.

Activities of the Research Project

In order to create a very clear picture of the activities implemented for better implementation of the project "Research Services" Women in the work process and decision-making" to meet the needs of AGE we will present all the activities of this project below in detail.

SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO"

1. Analysis of current primary and secondary legislation on the treatment of women and gender issues and assessment of relevant policies that promote possibilities for women's participation in the work process and decision-making in Kosovo.

During this phase, the LDC's experts have analyzed the existing legislation in Kosovo in detail as concerns gender issues. This also includes a complete analysis and evaluation of primary and secondary legislation and relevant policies that promote opportunities for women's participation in the work process and decision-making in Kosovo. This activity was essential for the LDC experts before they begin drafting questionnaires to survey the situation of women in the work process and decision making.

2. Development of questionnaires for the survey – analysis and evaluation of the position of women in the work process and decision making.

During this activity the project experts have developed and designed relevant questionnaires to survey the situation of women in the work process and decision making. Before finalizing the content of questions and the questionnaire as a whole, it was submitted for comments and approval in the AGE, and subsequently finalized in accordance with the opinion of, namely in full co-ordination with AGE.

3. Compiling the List of Institutions and Officers for Survey/Interview.

The LDC, in order to achieve a better and efficient and effective project implementation, had proposed a sample of relevant institution officials to be included in the survey and compiled a list of 550 respondents consisting of 8 officials of different levels from various central institutions and local authorities

SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO" in seven main centers of the country (Pristina, Prizren, Gjilan, Peja, Mitrovica and Ferizaj) and five public/private companies and NGOs.

However, the LDC, in full cooperation with AGE, finalized a complete list of the above mentioned 8 officials and their positions, and about 100 central and local institutions, respectively public/private companies and NGOs that were involved in the survey process on the existing situation of women in the work process and decision making.

4. Arrangement of Meetings for Interviews – Survey with relevant Officials based on a Preliminary List Approved by the AGE.

LDC's staff had contacted and arranged for meetings for interview and survey of the relevant officials of selected institutions in the country's seven main centers in order to survey, respectively receive answers to their questions presented in the questionnaire.

5. Interview – survey of Relevant Officials (Respondents) in the Seven Main Centers of the Country as well as Higher Government Institutions.

During this phase all the LDC's researchers were on the field to survey/interview officials, respectively the 550 respondents determined as per the meetings planned in advance in accordance with the list of officials for survey, finalized in advance with the AGE.

6. Analysis and Arrangement, Processing of Data Obtained from the Interviews/Surveys

During this phase all data collected from surveys/interviews

SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO" with 550 respondents/officials of relevant central, local and public/private institutions and non-government organizations in Kosovo are collected, analyzed and systematized.

7. Drafting of a Comprehensive Report, Analysis of Results, Conclusions and Recommendations.

After analyzing the data collected by the application of relevant surveys, all these analyses are presented in this final detailed and analytical report, which reflects in detail the quantitative and qualitative survey results of the research on "Women in the work process and decision-making" and shall be submitted to AGE in electronic and written form as a final product of research and analysis of the situation of women in the work process and decision-making in Kosovo.

APPENDIX C

QUESTIONNAIRE FOR THE SURVEY ON "WOMEN IN THE WORK PROCESS AND DECISION MAKING"

In order to assess the situation of women in the work process and decision making, the Agency for Gender Equality has contracted LDC to develop this survey. On this basis, we would like to ask you to provide as accurate responses as possible to the following questions!

Surveyors Initials: _____

SERIAL NO

Position: _____

Gender:.....

Marital Status.....

Age

Organization: _____ City: _____

Date: ____/____/____

EDUCATION

1. What is your education level?
 - A. Lower education
 - B. Secondary education
 - C. Higher education
 - D. University
 - E. Master's degree
 - F. Doctorate degree
2. Who supported you financially during education?
 - A. Self financing from employment
 - B. Close family
 - C. Scholarship beneficiary
 - D. Foreign scholarship
3. Who plays the main role in awareness raising in the context of gender equality in our society?
 - A. Family
 - B. School
 - C. Society
 - D. Medias
4. With regard to pursuing academic education, what was the role of family in your case?
 - A. Supportive
 - B. Non supportive, please explain
reasons _____

EMPLOYMENT

5. Are you employed in the same field for which you received professional education?
 - A. Yes
 - B. No
 - C. Similar

6. How long have you been employed in this profession?
 - A. 5 to 10 years or more
 - B. 2 to 5 years
 - C. 1 to 2 years
 - D. Less than 1 year
7. Previous employment experience in:
 - A. Private enterprise
 - B. NGO
 - C. Public institution
 - D. International organization
8. Have you been in one of the following positions?
 - A. Decision making
 - B. Non-decision making?
9. How many years have you been employed in public institutions?
 - A. 5 to 10 years
 - B. 2 to 5 years
 - C. 1 to 2 years
 - D. Less than 1 year
10. How many hours per week do you work?
 - A. 40 hours per week
 - B. 20 hours per week
 - C. Other.....
11. Do you put less hours of work than the other gender?
 - A. Yes
 - B. No
 - C. Sometimes
12. How do your colleagues and your supervisor behave towards you?
 - A. Very well

SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO"

- B. Well
 - C. Bad
 - D. Very bad
 - E. Other.....
13. Are you usually delegated easier tasks compared to your female/male colleagues?
- A. Yes
 - B. Sometimes
 - C. No
14. What hinders your promotion at work?
- A. Lack of adequate education
 - B. Lack of experience
 - C. Recruitment procedures
 - D. Stereotypes
15. Do you think that the implementation of the new labor law will create more favorable conditions for employed women?
- A. Yes
 - B. No
 - C. Maybe
 - D. Don't know
16. Do you know how long maternity leave lasts?
- A. 3 - 5 months
 - B. 6 - 9 months
 - C. 10 - 12 months
17. Is maternity leave envisaged with the relevant legislation sufficient?
- A. Yes
 - B. No
18. Do you have possibility for promotion and is your

SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO"

manager involved in the development of your career?

- A. Yes very much
- B. No
- C. Somewhat

19. Did you have access to seminars and training organized by your institution?

- A. Yes
- B. No

20. How satisfied are you with your employment conditions and circumstances?

- A. Very satisfied
- B. Moderately satisfied
- C. Somewhat satisfied
- D. Not satisfied

21. How many women are employed in your institution?

- A. Over 50%
- B. 20 to 49%
- C. 10 to 19%
- D. Less than 9%
- E. Open.....

22. Which positions are women usually employed in?

- A. Senior management
- B. Middle management
- C. Lower management
- D. Professional
- E. Technical and administrative

23. Did you continue studying after employment (master, doctorate, etc)?

- A. You had obstacles on continuing studies
- B. You did not have obstacles on continuing studies
- C. Other_____

24. Have you heard of any gender based discrimination during employment in your institution? If yes, please explain such cases?
- A. Yes
 - B. No
 - C. If yes, explain the nature thereof.....

FAMILY

25. Does marriage impact your professional life?
- A. Yes
 - B. No
 - C. Somewhat
26. Who takes care of your children during the time you spend at work or do you send children to a kindergarten or a day care center?
- A. Husband
 - B. Wife
 - C. Close family
 - D. Extended family
 - E. Kindergarten/ day care center
 - F. Nanny
27. Is your performance and career development hindered by care towards family and children?
- A. Yes
 - B. No
28. Do you have support from the family (husband, wife and children) in the development of your career?
- A. Yes
 - B. No
 - C. Somewhat

29. How many hours do you do house work?
- A. 5 to 10 hours a day
 - B. 2 to 4 hours a day
 - C. Less than 1 hour a day

ECONOMIC AND SOCIAL SITUATION

30. How do you assess your economic and social situation?
- A. Very good
 - B. Good
 - C. Not good
 - D. Bad
 - E. Very bad
31. Which factors challenge/hinder you in taking new responsibilities in your employment life and in decision making?
- A. Lack of opportunities
 - B. Professional qualification
 - C. Lack of support from leadership structures
 - D. Family duties
 - E. Social situation
 - F. Other.....
32. Is transport to work a problem?
- A. Yes
 - B. No
 - C. Sometimes
33. Does the social and economic situation impact women's participation in employment and decision making?
- A. Yes
 - B. Moderately
 - C. No

DECISION MAKING

34. Who takes decisions in your family?
- A. You personally
 - B. Husband/wife
 - C. Jointly
 - D. Close family
 - E. Someone else_____
35. Do you think that the role of women in politics and decision making is sufficient?
- A. Yes
 - B. No
36. If you are in a decision making position do men challenge your position?
- A. YES THEY DO- (if yes, how do they challenge it?)
 - a) They do not respond in accordance with duties!
 - b) They neglect their duties!
 - c) Inappropriate behavior from colleagues!
 - B. NO THEY DO NOT
37. Are you influenced by the direct supervisor in the process of decision making?
- A. Very much
 - B. Moderately
 - C. Somewhat
 - D. Not at all
38. To what extent is the relevant legislation on gender affairs within your institution implemented in the work process and decision making?
- A. Very much
 - B. Little
 - C. Somewhat

39. Has the institution you work for so far undertaken any initiative for higher representation of women in decision making positions?
- A. Yes
 - B. No
 - C. Do not know
 - D. If yes, explain what kind_____
40. To what extent are women involved in decision making in your institution?
- A. Very much
 - B. Enough to fulfill the representation criterion with no definite role
 - C. Moderately
 - D. Somewhat
 - E. Not at all
41. Has there been a gradual increase of involvement of women in the decision making process?
- A. Yes
 - B. No
 - C. Somewhat
42. How difficult it is for a woman to become manager in your institution?
- A. Difficult
 - B. Somewhat difficult
 - C. Mission impossible
 - D. Very easy
 - E. Same like for a man
43. Please name two to three obstacles, difficulties, challenges or main limitations you face during your work, respectively your career development and involvement in decision making?
- A.

- B.
- C.

STEREOTYPES

- 44. Have you been challenged on a gender basis during the education process?
 - A. Yes
 - B. Sometimes
 - C. No
- 45. Are women supported by the institution you work for to further their academic education?
 - A. Very much
 - B. Moderately
 - C. Somewhat
 - D. Not at all
- 46. Does the social circle you live in present an obstacle to women's development and prospects?
 - A. Yes
 - B. No
 - C. Open_____
- 47. Are there cases of prejudice or stereotypes with connotation of gender discrimination during the recruitment process, employment and decision making in your institution?
 - A. Yes
 - B. No
 - C. Often times
 - D. Rarely
 - E. Open_____

INFORMATION / AWARENESS

SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO"

48. Do women have equal access to building capacities through informal education and various training programs?
- A. Yes
 - B. No
 - C. Open _____
49. Do you have sufficient information on legislation in force which promotes gender equality?
- A. Yes
 - B. No
50. List at least three laws that promote equal participation of women and men in the work process and decision making?
- A.
 - B.
 - C.
51. How important is to you the empowerment of women in the process of employment and decision making?
- A. Very much
 - B. Somewhat
 - C. Not important at all
 - D. Open _____
52. In your opinion, what should women do when faced with strong gender discrimination in their work place?
- A. Initiate a disciplinary procedure
 - B. Maintain silent
 - C. Terminate their employment
 - D. Initiate a private suit in Court

VARIOUS

53. How are women treated in the work process in the institution you work for?
- A. Equal treatment

SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO"

- B. Discriminated against
 - C. Favored
54. Are you paid the same pay for the same job?
- A. Yes
 - B. No
 - C. Open_____
55. To what extent are women from minorities involved in employment and decision making?
- A. Very much
 - B. Moderately
 - C. Somewhat
 - D. Not at all
56. Is harmonization between professional and family life possible for you?
- A. Yes
 - B. No
 - C. Sometimes
57. Have cases of gender based discrimination been addressed during the work process and decision making until now in the institution you work for?
- A. Yes, in full accordance with legislation
 - B. Somewhat addressed but not sufficiently
 - C. Not addressed at all
 - D. Initiated but not completed yet
 - E. I do not know
58. Is it a problem for you if your immediate supervisor is a woman?
- A. It is a problem
 - B. It is not a problem

#

Interviewer's Name and Last Name: _____

Interviewer Signature: _____

Date: ____/____/____

LIST OF SURVEYED INSTITUTIONS

- Office of the President of the Republic of Kosovo
- Assembly of the Republic of Kosovo
- Office of the Prime Minister of the Republic of Kosovo
- Ministry of Public Administration
- Ministry of Administration of Local Governance
- Ministry of Education, Science and Technology
- Ministry of Agriculture, Forestry and Rural Development
- Ministry of Justice
- Ministry of Finance
- Ministry of Economic Development
- Ministry of Kosovo Security Force
- Ministry of Communities and Returns
- Ministry of Culture, Youth and Sports
- Ministry of Environment and Spatial Planning
- Ministry of European Integration
- Ministry of Labor and Social Welfare
- Ministry of Internal Affairs
- Ministry of Foreign Affairs
- Ministry of Health
- Ministry of Transport and Telecommunications
- Ministry of Trade and Industry
- Business Registration Agency
- Agency for Gender Equality
- Waste Agency
- Central Election Committee
- Investment Promotion Agency

- Agency for Development of Small and Medium Enterprises
- Supreme Court of Kosovo
- Kosovo Judicial Council
- Tax Administration of Kosovo
- Veterinary and Food Products Agency
- Kosovo Forests Agency
- Kosovo Property Agency
- Central Bank of Kosovo
- Civil Aviation Regulatory Authority
- Airport Prishtina
- Telecommunications Regulatory Authority
- Media Regulation Committee
- Kosovo Security Force
- Railways Regulatory Committee
- Water and Waste Regulatory Committee
- Constitutional Court of Kosovo
- Kosovo Police
- Kosovo Police Inspectorate
- Kosovo Anti Corruption Agency
- Kosovo Customs
- Procurement Review Body
- Kosovo Independent Oversight Council
- Auditor General's Office
- Committee on Legal Aid
- Central Election Committee
- Independent Media Committee
- Kosovo Property Agency
- Kosovo Chamber of Commerce

SURVEY: "WOMEN IN THE WORK PROCESS AND DECISION MAKING IN KOSOVO"

- Complaints Review Body
- Public Procurement Agency
- Kosovo Independent Oversight Council
- Public Procurement Regulatory Commission
- Independent Commission on Mines and Minerals
- Kosovo Privatization Agency
- Kosovo Statistical Office
- Kosovo Cadastral Agency
- Kosovo University Clinical Center
- Competition Commission
 - Anti Corruption Agency
 - Municipality of Ferizaj
 - Municipality of Gjakova
 - Municipality of Gjlani
 - Municipality of Mitrovica
 - Municipality of Peja
 - Municipality of Prishtina
 - Municipality of Prizreni
 - PTK
 - Prishtina Airport
 - IPKO
 - Raiffeisen Bank
 - Pro Credit Bank
 - Teb Bank
 - Synergy Group
 - Kosovo Railways
 - Center on Policies and Advocacy

