

UNDP Kosovo

Gender Equality Strategy

2014 – 2017

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ACRONYMS AND ABBREVIATIONS

AGE – Agency for Gender Equality
CSO – Civil Society Organization
DV- Domestic Violence
GBV – Gender Based Violence
GDI – Gender Development Index
GII – Gender Inequality Index
GM – Gender Mainstreaming
GS – Gender Seal
HDR – Human Development Report
HDI – Human Development Index
LGE – Law on Gender Equality
MDGs – Millennium Development Goals
MOGE – Municipal Officers for Gender Equality
OGEs – Officers for Gender Equality
UNICEF - United Nations International Children's Emergency Fund
UNFPA – United Nations Fund for Population Activities
UNDP – United Nations Development Programme
UNDP KPAP – UNDP Kosovo Programme Action Plan
UNKT – United Nations Kosovo Team
UNKTDP – United Nations Kosovo Team Development Plan
UN Women – United Nations Entity for Gender Equality and the Empowerment of Women

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I. INTRODUCTION

The United Nations Development Programme (UNDP) Kosovo Gender Equality Strategy 2014-2017 is a framework which outlines the strategic areas and objectives, including approaches, the Kosovo office will develop towards meeting objectives set by the UNDP Gender Equality Strategy 2014 – 2017, and attaining the UN Gender Equality Seal. It provides a strategy for mainstreaming gender in the implementation of the UNDP Kosovo Programme Action Plan 2011-2015 and the United Nations Kosovo Team Development Plan 2011-2015 (UNKT-DP). In addition, it provides a gender mainstreaming and gender equality strategy for the forthcoming UNDP and United Nations Kosovo Team (UNKT) programme documents.

The mission of the global UNDP Gender Equality strategy is: “to contribute to the eradication of poverty and the significant reduction of gender inequalities by empowering women and promoting and protecting their rights. By advancing gender equality and empowering women as agents of change and leaders in the development processes that shape their lives, UNDP envisages a more inclusive, sustainable and resilient world.”¹ UNDP Kosovo shares in this mission, and sets forth a development agenda for its Gender Equality Strategy, based on three key processes:

- 1) Inclusion,**
- 2) Participation, and**
- 3) Sustainable change.**

The UNDP Kosovo Gender Equality Strategy, thereby, will contribute to the creation and development of practices and contexts where citizens, regardless of their belongings and circumstance, protected by law and social regard, are agents and active participants in their vision for social, economic and political change.

Through this strategy, UNDP Kosovo, in partnership with other UNKT agencies, Kosovo institutions, CSOs and broader civil society, will strive to promote spaces for inclusive participation reflective of 21st century dynamics – in social, environmental, economic, political, and technological fields. At the heart of these dynamics lay the commitment to change, based on sustainable and equitable development. According to the global UNDP Gender Equality Strategy this entails growth that “is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.”² In the context of UNDP Kosovo this requires recognition of the unutilized capacities of women, and youth.

The UNDP Kosovo Gender Equality Strategy will be led by: a) the Gender Programme Associate; b) the Policy, Research, Gender and Communication Unit; and c) the Gender Focal team (See Annex I: Gender Focal Team). They will continue to reinforce gender mainstreaming, gender equality and women’s empowerment across UNDP Kosovo operations, programmes and projects. The responsibility to meet the

objectives of the UNDP Kosovo Gender Equality Strategy, and foreseen outcomes and indicators, will rest with all programme and project associates/managers. Recognizing that the empowerment of women is key to all development initiatives, gender equality will continue to be a core part of all policy strategies at UNDP Kosovo.

II. KOSOVO PROFILE FROM GENDER PERSPECTIVE

Despite significant progress over the past decade, Kosovo¹ also shares in many of the global challenges to attaining gender equality. Primarily these include women's unequal access to economic and environmental resources. However, there still exist social and legal discrimination against women and girls, there are still barriers to women's political participation, women continue to carry a disproportionate burden of unpaid work, and are the primary victims/survivors of gender based (GBV). All of these are not only violations of basic rights but also hinder women's economic and political empowerment, and restrict overall development.

Kosovo possesses a fairly comprehensive legal framework and mechanisms towards gender equality, political participation, and non-discrimination on basis of gender. Included are: the Law on Gender Equality (LGE), the Kosovo Programme for Gender Equality, and the Law on Anti-Discrimination. Despite these, other mechanisms and action plans within various institutions (on domestic violence, human rights, minority integration, human trafficking, etc.), existing challenges to Rule of Law contribute to lesser access to justice for women. Ethnic minority women, particularly Roma, Ashkali and Egyptian communities, and LGBT persons, suffer most discrimination. So do persons with disabilities. The Agency for Gender Equality, charged with the mandate to monitor and report on the implementation of the Law on Gender Equality faces challenges including "insufficient political will; poor understanding among institutions that 'gender' refers to women and men and how to mainstream gender in their work; insufficient staff in the legal division; an insufficient budget for carrying out its mandate, particularly research; and ministries not taking reporting responsibilities seriously, including providing gender disaggregated data."³

On the other hand, the said laws have contributed to some progress in women's political participation. Although women's participation at all levels of decision-making is guaranteed it is not realized. Despite LGEs call for 40% participation at all institutional levels, a discriminatory gendered division of labour persists (women are focused on administrative/technical and not decision-making positions). However 30% of all seats in the Kosovo Assembly are reserved for women. The Women's Caucus, Officers for Gender Equality (OGEs), Municipal Officers for Gender Equality (MOGE), and municipal women's caucuses, contribute to gender mainstreaming initiatives. However, their contribution to women's empowerment and gender

¹ All references to Kosovo are made in the context of UN Security Council Resolution 1244 (1999)

equality is hampered by lack of funding, lack of executive power, and political party agendas, which recognize only, and partially, quantitative gender mainstreaming approaches.

Civil Society Organizations also continue to do relevant work in all spheres of gender equality, including access to justice, economic empowerment, GBV, and political participation. There is the Kosovo Women's Network, with almost 100 organizations and individuals as members, and the Network of Roma, Ashkali and Egyptian Women's Organizations, with almost 20 organizations and activists as members. A coalition of eight shelters provides protective services to survivors of domestic violence. On the other hand, CSOs working on gender issues in Serbian and other ethnic minority communities continue to require capacity building and other support. Mainly focused in Prishtinë/Prishtina with only part of initiatives and funds reaching rural and poor women, CSOs and international organizations provide little support to new initiatives and organizations working with young women. In addition to limited local funds one of the main issues is that international agencies and donor priorities are not developed in consultation with local networks, organizations, and initiatives.

Women in the private sector enjoy very little job security, particularly those in low-skilled jobs. The Law on Labour provides significant maternity leave, and is used by employers to argue against hiring women. Discriminatory business practices, including sexual harassment, persist with no legal repercussions. Women are estimated to own only 5-11% of all businesses, of which over 99% are micro-enterprises.⁴ Women's lack of property ownership, in addition to reflecting other underlying inequalities, impedes women's access to loans and start-up capital (only 3% of commercial bank loans go to women). Businesses are not monitored for the application of the Law on Labour (2010), and its gender equality implications. In addition, there is sticking lack of expertise in research and analysis of economic indicators based on gender.

Recently a Kosovo Gender Profile has been developed and provides the most updated and comprehensive picture of "gender differences at all levels with regard to the national framework, key actors, rule of law, justice, human rights, politics, the socio-economic situation, gender-based violence, and other sectors" in Kosovo.⁵ Based on the research and analysis provided in the Kosovo Gender Profile a number of other key observations and recommendations are relevant:

- In order to implement Kosovo's many laws, strategies, and action plans, as well as to strengthen current mechanisms, the Kosovo institutions need to allocate more financial support.
- Despite improvements, women remain underrepresented both quantitatively and qualitatively in decision-making processes at all levels. This is particularly true for women from minority ethnic groups and women with disabilities. Male political-party leaders make most decisions and democratic decision-making processes do not exist within most parties.

- The effective enjoyment of women's rights is affected to some extent by patriarchal structures and relations, but also perpetuated by weak rule of law.
- Kosovo institution's priorities related to infrastructure investment may undermine access to quality public services, particularly for women.
- Data disaggregated based on socio-economic and ethnic markers are also lacking.
- There are clear indications that growth in the past two decades in Kosovo has widened income inequality. Here, women have been disproportionately affected, because they tend to earn lower wages and have less education, fewer skills, and less mobility than men. Ethnic minorities and women in ethnic minority communities face double discrimination and marginalization and remain the most vulnerable part of society.
- Challenges to implementation of GBV and domestic violence law and mechanisms remain, particularly related to access to justice, rehabilitation, and reintegration.
- Heavy workloads and insufficient instructions on how to mainstream gender impact the quality of mainstreaming in institutions at all levels.
- In academia women's underrepresentation is at times attributed to women's inability to meet required standards, however evidence exists that systematic social inequality (including unequal access to education for girls and boys; and the tendency of men professors to mentor men students more than women students) has contributed to the current inequality.⁶

UNDP Kosovo has been accelerating the integration of gender dimensions in all sectors and strengthening its performance in delivering for women and men. All actions are framed within the UNDP Gender Equality Strategy and the UNDP 8 Point Agenda (SCR 1325). Advancing gender security and justice remains the principal priority. Emphasis is also being placed on protecting women's social, economic, political and cultural lives in a context of sustainable livelihoods. Targeted programmes promote the accountability of Kosovo institutions to implement gender sensitive laws and ensure that resource mobilization, aid coordination, budgeting and funds allocation are fully gender responsive. Finally, UNDP Kosovo has worked to increase women's roles in decision-making.

To date, UNDP Kosovo programmes have contributed to women's empowerment and gender mainstreaming through the following programmatic agendas and projects:

- The **Advancing Gender Justice** project focuses on development of institutional and community capacities to ensure access to justice for all. The project places a particular emphasis on public participation and inclusion of vulnerable social groups and especially women. In order to address the expressed needs of the Kosovo institutions and the people, the AGJ Project strengthened the rule of law through the development of the institutional and community capacities to ensure access to justice for all. The human rights perspective in the project underlines public participation and inclusion of vulnerable social groups especially women.

Implementing a demand side approach helped disadvantaged groups especially women to be more empowered and make local officials more aware of their responsibilities. A gender responsive approach in the project considered the disparate impacts of justice delivery on women and men and the substantive areas where women are marginalized from the justice process. The project has ensured that the gender equality considerations are integrated in the activities including targeted capacity development support to the different levels of stakeholders. In this effort, UNDP was governed by its policies and UN Resolutions such as UNDP's 8-point agenda and UNSCR 1325 on Women, Peace and Security outlining The project targeted following key areas: Support legal empowerment of women, Support transitional justice, Strengthen community's access to human rights bodies, Strengthen the role of the Ombudsperson Institution, Women Caucus Group of the Assembly of Kosovo etc. The project ensures at least 40% women participation in all activities, advancing gender justice and active participation of minorities in all activities has been secured.

- The **Gender Based Violence Programme** implemented by five UN Agencies (OHCHR, UNDP, UNFPA, UNICEF and UN Women) that have joined their efforts, working in partnership with local partners to address the issues of domestic violence in three pilot municipalities.
- The second **Women's Safety and Security Initiative (WSSI Plus)** which has contributed to enhancing preventive and responsive services across the justice, security, social welfare, health and education sectors addressing the needs of women and men, young girls and young boys.
- The **Support to Anti-Corruption Efforts in Kosovo (SAEK)** project works to strengthen institutional transparency, accountability and integrity, with a particular focus on empowering citizens and access to information with special focus on vulnerable groups.
- The **Active Labour Market Programmes (ALMP)** project works to improve the capacities of the labour market institutions to design relevant gender responsive policies at the central level and to deliver integrated services at local level, focusing on the most vulnerable group among the unemployed. To this end, the intervention will strengthen and ensure sustainability of the links between the labour market actors – employers, job-seekers, policy makers, public employment services and vocational training and educational institutions. During the project inception phase, the situational of both young women and men has been analysed, and the objectives have been established taking into consideration their particular needs. The annual plan has included gender target for the beneficiaries. All the Terms of References prepared have gender components, and priority is given to women beneficiaries. Trainings, workshops, study visits, public discussion, roundtables have equal gender participation and are in line with the UNDP gender equality strategy.
- The **Social Media for Innovative Local Empowerment (SMILE)** project supports municipalities in using social media tools to make local institutions more

attractive, approachable and open for youth in order to build bridges between local institutions and young people by utilizing the potential of social media platforms and mobile phone technologies. The project ensures at least 30% women participation in all activities, be it with the municipality, civil society organizations or youth. We secure equality of access to the different opportunities by reaching out and organizing activities in areas/places where young women normally gather. In addition, the project has designed specific activities which are tailored to the needs and interests of young women.

- The **Enhancing Women's Participation in Peace-building and Post-conflict Planning** project is conducted in collaboration with the EU and UN Women, and aims to increase the participation of women in peace-building and post-conflict planning, by working through practical and targeted interventions to ensure that peace-building efforts are more gender-responsive. The UNDP Component is composed of the following: the mapping of initiatives on Women, Peace and Security in Kosovo during the 1999-2000 period; roundtables with men's, women's and youth groups in 9 municipalities; the publication of the Public Pulse report on Gender. This report is based on research conducted on the leadership and participation of women in politics.
- **Public Pulse on Gender** is a document that provides an overview of Kosovans' perceptions concerning women's leadership skills and women's participation in both social and political activities.⁷ The report provides a concise overview of people's perception on gender issues from political, economic, educational, social, and security perspectives.

The results of the Public Pulse on Gender, derived from an opinion poll sample that surveyed 1290 citizens of Kosovo. The sample included 598 men, and 691 women. The general opinion of respondents indicated that men (46%) are better political leaders than women (14%) while approximately 34% of respondents stated that men and women are equally good political leaders. Approximately 45% of all respondents associated parliamentary professions with men compared to 3% association with women. 67.36% of all respondents associated the position of Mayor with men, whereas only 2.87% associated it with women. Approximately one in three respondents would vote for equally educated women (32%), men (32%) or did not have preference (33%). When respondents were asked what they thought the traits of a good leader were, 33.1% believed that being a man was essential. The only area women are perceived as being more skilled political leaders by both men and women respondents is concerning education and health care related issues.⁸

It is worth noting that in the past decade, research capacities in Kosovo had been strengthened, particularly on topics of gender based violence, gender budgeting in the welfare sectors, voting trends, the security sector, education, etc. Developed by international and national organizations these research capacities are still lagging behind in timely data collection and in their effect on policy design and implementation.⁹ A deeper analysis of economic empowerment, is necessary, and has only been partly addressed by the Kosovo HDR and existing think-tank

organizations. Recently the University Program for Gender Studies and Research has been established at the University of Prishtina, the largest public university. UNDP is well positioned to facilitate further targeted knowledge development between think-tanks, Governmental agencies such as the Kosovo Agency of Statistics, CSOs, and academia.

III. RATIONALE FOR THE GENDER EQUALITY STRATEGY

This strategy aims at guiding gender mainstreaming in the implementation of the UNDP Kosovo Programme Action Plan 2011-2015, UNKT Common Development Plan 2011-2015, and prepare for the subsequent action plans. Over ten years commitment and significant results in gender equality and mainstreaming by UNDP Kosovo, the strategy placed forth here is an ambitious but also genuine reflection of commitments and experience.

The UNDP Kosovo gender Equality Strategy relies on a series of guiding frameworks:

- Convention on the Elimination of All Forms of Discrimination against Women (CEDAW),
- Beijing Declaration and Platform for Action on Gender Equality and Women's Empowerment, 1995 (BPFA),
- Millennium Development Goals (MDGs)
- UN Security Council Resolution on Women Peace and Security (UNSCR 1325 and Subsequent Resolutions 1820, 1888 and 1889),
- UN System-wide Policy on Gender Equality and the Empowerment of Women (GEWE) (CEB 2006),
- UNDP Global Gender Equality Strategy 2014 – 2017 (GES),
- The Eight-Point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery (The 8PA),
- Women Participation in Peace Building UN 7 Points Action Plan Tracking Progress Report of the Secretary-General on Women's Participation in Peace building (A/65/354-S/2010/466),
- Post 2015 Agenda (to come).

UNDP Programming Framework:

- UNDP Kosovo Programme Action Plan 2011-2015
- UNKT Common Development Plan 2011-2015

In order to achieve these goals the Gender Equality Strategy envisages the following objectives:

Objective 1: To ensure quantitative and qualitative gender design, implementation, monitoring and evaluation of the UNDP Kosovo programmes, projects and activities.

Objective 2: To promote gender mainstreaming in Human Resources and Management in the UNDP Kosovo office.

Objective 3: To foster strong partnerships among national partners and international development partners to promote and strengthen the concept of gender mainstreaming and gender equality.

IV. STRATEGIC PROCESSES FOR INTEGRATION OF GENDER EQUALITY

Objective 1: To ensure quantitative and qualitative gender design, implementation, monitoring and evaluation of the UNDP Kosovo programmes, projects and activities.

Gender design in implementation, monitoring and evaluation of UNDP Kosovo programmes, according to the gender context elaborated above, can be strengthened if focused steps are taken in the overall goal of reduction of gender inequalities by empowering women and promoting and protecting their rights. In this regard it is necessary that adequate resources are made available for gender mainstreaming. Such can be achieved if systems are in place for integrating gender mainstreaming and gender equality outputs and concerns during all phases of programme and project cycles. Also, inclusion of a wider range of stakeholders – CSOs, Kosovo institutions, public and private sectors, academic, etc. – contributes to more effective human and financial resource allocation.

Planned activities:

- All Programmes/projects will review its currently planned outcomes, outputs and activities to determine if they need to be adapted in a way to help achieve the UNDP Kosovo Gender Equality Strategy 2014-2017.
- All projects undertake a gender analysis as first step in programme/project preparation.
- Gender mainstreaming tools adopted and disseminated to all programmes and units.
- Programme performance indicators should be gender sensitive and provide sex-disaggregated data on programme beneficiaries.
- Participation of Gender Focal Point/ Gender Team Member in LPAC meetings
- Use gender expertise/consultants as deemed necessary in project development.

These activities will rely on referencing specific expected outcomes of the global UNDP Gender Equality Strategy 2014-2017. Ensuring the expected outcomes requires a commitment to three integrated processes identified in the UNDP Kosovo strategy: inclusion, participation, and sustainable change.¹⁰

1.1. Inclusion

**“Faster progress is achieved in reducing gender inequality and promoting women’s empowerment.”
UNDP Gender Equality Strategy, Outcome 4.¹¹**

Planned activities:

- Work with public and private sector to ensure women’s equal access to the labour market, their productive assets, promoting gender-responsive budgeting, and legal protection against discrimination in the work place.
- Support initiatives in prevention (research, awareness raising, etc.) and response (shelter, policy and legislation) to gender based violence (including working with men and boys), especially those that focus on access to justice and economic empowerment.
- Support implementation of national strategies and partnerships to advance gender equality and women’s empowerment, specifically by strengthening evidence collection and reporting in the context of the MDG review, Beijing+20, and the post-2015 development process.
- Increase women’s participation in decision-making by providing support for gender committees, commissions, and women’s caucuses and networks, and developing dialogue with men decision makers.
- Support women’s participation in the development and implementation of inclusive sustainable development plans and policies.

1.2. Participation

“Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.” UNDP Gender Equality Strategy, Outcome 2

Planned activities:

- Knowledge products on gender equality and women’s empowerment developed and disseminated.
- Asses access to justice for women to affect economic empowerment and resource mobilization.
- Develop means of engaging men and boys in supporting gender equality advocacy and action.
- Asses and develop recommendations for political decision-making on sectors key to women’s wellbeing and empowerment.

1.3. Sustainable change:

“Growth is inclusive and sustainable, incorporating productive capacities that create employment and

livelihoods for the poor and excluded.” UNDP Gender Equality Strategy, Outcome 1

“Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles.” UNDP Gender Equality Strategy, Outcome 7

Planned activities:

- Information and Communications Technologies (ICT) leveraged to empower gender mechanisms and women – especially youth and minorities - to engage development debates and affect policy change.
- Assess the effects of corruption in sectors key to women’s wellbeing and empowerment.
- Assess and create measures to increase women’s access to environmental goods and services.

V. INSTITUTIONAL EFFECTIVENESS

Objective 2: To promote gender mainstreaming in Human Resources and Management in the UNDP Kosovo office.

UNDP Kosovo has made significant strides in mainstreaming gender within its Human Resources and Management. UNDP Kosovo strives to be a model in its promotion of gender equality, through practice and values that reflect integrity and high ethical commitments in its everyday operation. To this effect UNDP Kosovo has adopted several corporate policies to ensure a gender sensitive organization including Gender Balance in Management Policy 2003-2006, Work Life Policy, Zero-Tolerance to Sexual Harassment, and Abuse of Authority Policy.

The following gender mainstreaming actions have been completed: a) Review and update of all existing Terms of References (ToRs) b) Quarterly reporting templates include checklist for quantitative and qualitative gender indicators; and c) Gender inclusion in procurement and recruitment (ToRs, panels) procedures have been put in place.

The staff at UNDP Kosovo possesses excellent qualifications that meet high performance and ethical standards. However, a number of programme staff lack above-average skills for gender analysis and understand gender equality and mainstreaming only in terms of quantitative participation and measurement. Project documents can also benefit by further elaboration of women’s representation and participation in project target groups, assessment of access to resources, of both genders to education, skills, knowledge, social services, mobility, etc., as well better understanding of infringement of women’s rights according to social norms and

political-economic relations and structures. Knowledge products are inclusive of gender sensitive approaches. However, with the exception of gender focused research and knowledge products, in non-gender specific products necessary gender analysis is absent.

Institutional effectiveness to meet gender mainstreaming and gender equality can be accelerated by following the main processes guiding this Strategy - inclusion, participation and sustainable change – as relevant to both programme and operations levels. Three focused areas are proposed in order to carry out these processes:

- 1) Continued capacity development of all staff
- 2) Collective responsibility and representation
- 3) Inclusive work environment

2.1. Capacity Development:

Goal 1: UNDP Kosovo will accelerate its efforts to strengthen the capacity of all staff members to meet gender mainstreaming requirements and address gender equality throughout the various job responsibilities whether in operations or programme.

Planned activities:

- All mandatory gender related courses accomplished and ensured
- Include introduction to gender equality and gender mainstreaming in briefing package for new staff
- Conduct training sessions on gender mainstreaming for National Project Managers, as per specifics of their projects
- Ensure gender sensitive response to public relations and promote it at all levels, inclusive of an annual brief reflective of accomplishments and challenges
- UNDPG Gender Fact Sheet to be updated and disseminated annually
- Gender sensitive monitoring and evaluation plans for projects are implemented and will recommend improvements when necessary.
- M&E checklist to be updated for qualitative gender indicators in all projects¹²
- Monitor and edit as needed quarterly and annual reports for quantitative and qualitative gender indicators
- Produce annual thematic Gender Pulse based on original and/or existing data
- The capacity of Programme Officers should be developed through practical training on regular basis.

2.2. Enhanced Institutional Mechanisms and Structures to enhance gender mainstreaming in all operations

Goal 2: UNDP Kosovo will continue the enhancement of institutional mechanisms and structures to ensure appropriate representation while promoting collective

responsibility of all staff to ensure gender mainstreaming and support of gender equality.

Planned activities:

- Integrate gender-related performance targets in the RCAs of senior managers
- Provide regular induction to gender equality and gender mainstreaming
- ToR of Gender Associate should reflect adequate empowerment to fulfill all duties and responsibilities as specified in the Strategy
- Conduct training sessions on gender mainstreaming for new staff members and refresher courses for those of who had the training before.
- Update any remaining ToRs to reflect gender mainstreaming and gender equality requirements
- Create more access for the participation of operations staff to available trainings and analytical skills development.
- Ensure gender-responsive staff performance management by including results related to gender equality in staff work plans and appraisals.

2.3. Gender Sensitive Human Resources and Management Policy:

Goal 3: UNDP Kosovo is committed to creating an inclusive and non-discriminatory work environment.

UNDP Kosovo has created an inclusive work environment guided by gender-sensitive policy and practice. Women are equality represented at all levels of decision-making and currently outnumber men in managerial and decision-making positions. The dominant perception is that women are represented due to qualities they possess and not technical requirements. While this produces some positive affects in terms of gender equality, the latter continues to be seen as a quantitative imposition and not a goal in itself. Capacity building activities specified above should focus on raising awareness not only in terms of larger benefits stemming from the inclusion and promotion of women, but also the underlying and structural inequalities that impede women's representation and participation. The distinction between the two should be made clearer.

Planned Activities:

- Monitor gender balance in staffing at all levels; and in cases of imbalances GFT provides ways of redress.
- Monitor gender balance in all Committees, Appointment and Promotion Panels and decision-making bodies. In case of imbalances, review membership criteria of concerned Committees and panels and offer remedy.
- Work/life policy is adopted including flexible working arrangements
- Ensure implementation of interviewing guidelines and techniques in recruitment process to ensure that all new staff members and consultants possess the basic understanding, skills and experience required to work in

- gender-sensitive manner.
- Continue zero tolerance to sexual harassment in the context of work relationships and full implementation of Sexual Harassment Prevention Policy Abuse of Authority Policy.

VI. COORDINATION AND PARTNERSHIPS

Objective 3: To create strong partnerships among national partners and international development partners to promote and strengthen the concept of gender mainstreaming and gender equality.

The primary and overarching objective of the United Nations Development Programme in Kosovo is the eradication of poverty in the context of sustainable development, including the pursuit of the Millennium Development Goals (MDGs), and promotion of United Nations fundamental principles. The core dimension of the UNDP Kosovo approach is investing in human development, wealth creation (with emphasis on issues such as entrepreneurship, job creation), institutional reform, and capacity development. The goal of UNDP Kosovo is to contribute to Kosovo's priorities and development of capacities of various partners through the following programme components: inclusive growth and development, democratic governance, and environmental sustainability. Since 2002, UNDP Kosovo has focused on longer-term development challenges, helping to establish, develop, and strengthen Kosovo institutions, promote economic growth, enhance people's everyday security and improve environmental sustainability.

UN agencies in Kosovo cooperate through the inter-agency United Nations Kosovo Team. The UNKTs work is coordinated and chaired by the United Nations Development Coordinator.¹³ The UNKT, in its continued commitment to cooperation and partnership, frames its competitive advantage in the Kosovo through a multipronged approach:

UNKT retains a powerful role as a catalyst for the realization of social inclusion goals – the key to greater life opportunity for Kosovo today and for its EU aspirations in the future. This, in essence, means refining the broader institution-building agenda with specific policy changes that will make the greatest impact on social exclusion, and fostering a deeper social dialogue around policy implementation. The UNKT, with its deep institutional and community-level roots in Kosovo, is particularly geared towards policy enhancement in the following areas: capacity of the public administration, pro-poor economic growth based on local opportunity creation and human capital, quality public services for women and children and social justice/protection stressing gender equity, RAE groups, the displaced and youth. (CDP 2011-2015: 17)

Although the UNKT is not best placed to finance capital projects, work in macro-economic restructuring and regional economic integration, it is in a strong position to further champion gender equality in Kosovo. The four strategic themes of the UNKT Common Development Plan include the following main outcomes:

- 1.1. Central institutions provide a stronger normative base and legislative framework for social inclusion;
- 2.1. Institutions responsible for delivering public services and social justice are accountable and responsive to rights holders;
- 2.2. Key civil society actors increasingly influence the accountability on governance for public services and social justice;
- 3.1. Target Municipalities have local have governance mechanisms in place promoting human rights based development;
- 4.1 Institutions and industry act more effectively to mitigate environmental damages.¹⁴

These outcomes contain adjacent gender mainstreaming indicators, but they remain at the level of gender-disaggregated data and no qualitative outcomes and indicators exist to account for gender mainstreaming, equality and empowerment. The only exception is the output to outcome 2.1. that requires desk review of budgets using methodologies on gender-based/HR-based budgeting. The same can be concluded for most programme and project objectives and indicators at UNDP Kosovo. The aim to consider gender as a crosscutting issue is elaborated below, and provides a recommendation for the forthcoming UNDP Kosovo Programme Action Plan and UNKT Common Development Plan.

Therefore, this strategy aims at guiding gender mainstreaming in the implementation of the UNDP-KPAP and UNKT-CDP to achieve the following goals:

- Enhance UNDP Kosovo work on gender mainstreaming both in a qualitative and quantitative manner
- Promote and advocate for gender equality and equity in Kosovo to achieve progress for achieving MDG3
- Further develop and implement policies, structures and processes in UNKT agencies to promote gender equality and gender mainstreaming
- Support responsive and responsible attainment of gender equality in Kosovo institutions

Planned activities:

- Collaborate with the Agency for Gender Equality and Women's Caucus on women's political and economic empowerment towards achieving MDG3, inclusive of promotion of GDI and GII.
- Collaborate with Kosovo institutions in developing capacities for MDG3 reporting, and reporting on other UN mechanisms

- Continue collaboration with the Security and Gender Group/SGG (interagency, civil society, and Kosovo institutions partnership) as contribution to the IA–GTG.
- Continue collaboration with UN Women, on *Enhancing Women’s Participation in Peace-building and Post-conflict Planning* project in particular, and other initiatives and projects.
- Collaborate with Academia, and the University Program for Gender Studies and Research, at the University of Prishtina, in particular, to develop measurement of gender as a cross-cutting issue, through creation of quantitative and qualitative indicators, that can inform UNDP action plan and UNKT Common Development Plan.
- Collaborate with CSOs and academia to contribute to existing and generate new projects that foster technological innovation in civic participation towards gender equality.

VII. REPORTING AND EVALUATING THE GENDER EQUALITY STRATEGY

Progress toward achieving the development results of the Gender Equality Strategy will be measured against the objectives and activities specified in this Gender Equality Strategy (with relevant outcomes, outputs and indicators to be specified in the Gender Equality Action Plan 2014 – 2017),¹⁵ and outcomes, outputs and indicators to be integrated into the forthcoming UNDP KPAK.

UNDP will conduct an independent evaluation of the implementation of the Gender Equality Strategy 2014-2017 upon its completion. The evaluation will serve as a baseline for drafting subsequent gender equality and mainstreaming policy, and strategy, at UNDP Kosovo.

ANNEX I: GENDER FOCAL TEAM ToR and COMPOSITION

Purpose of the Gender Focal Team

With the aim to ensure effective gender mainstreaming and make more transparent and participatory the process of monitoring and UNDP has established Gender Focal Team. Under supervision of Resident Representative, Gender focal team will provide support in mainstreaming gender as a crosscutting issue in development of CO agenda. Together with Gender Programme Associate, Gender focal team will also assist the coordination and monitoring of external CO Gender related activities. (e.g.: presentation of CO in external thematic groups, coordination mechanisms etc.)

Composition

The Gender Focal Team is supervised (and composed) by a senior manager (e.g. Deputy Resident Representative) and members from Human Resource, Monitoring & Evaluation, Operations, Communication, UNV/LMS, Gender Associate and Program.

1. Steliana Nedera – Deputy Resident Representative
2. Brikena Sylejmani – Gender Programme Associate, Policy, Research, Gender and Communication Unit
3. Burbuqe Dobranja – Communications Associate
4. Blerim Azizi – Learning manager
5. Flutura Baca –Head of Human Resources
6. Tomorr Kepuska – Head of General Services
7. Yllka Gerdovci – Inclusive Growth Programme Analyst
8. Mustafa Murturi – Monitoring & Evaluation Resource Associate

Summary of duties and responsibilities

As per the recommendation of the Gender Equality Strategy 2014-2017, apart from the gender advisor/specialist, each member of the gender focal team should have in his/her terms of reference ten per cent (10%) of his/her time dedicated to the tasks of the GFT or has at least one Performance Management key results. An annual action plan should also guide, track and help to communicate the work of the GFT.

The specific tasks of the Gender Focal Team will be:

- To coordinate and facilitate the implementation of the Office gender equality strategy, and its plan of action.

- To ensure that all Units report regularly in relation to the implementation of intended actions indicated in the Gender Strategy action plan and that relevant reports of senior managers, including RBM ones, includes adequate and concise information on progress on the Kosovo office work on gender. The GFT will ensure that a gender sensitive monitoring and evaluation plan is implemented and will recommend improvements when necessary.
- To provide guidance and closely coordinate with the learning focal point for systematic orientation and learning of all UNDP staff;
- To promote that programme managers share their work when appropriate with community of practices knowledge platforms.
- To ensure the workplace policies such as sexual harassment and work life are implemented and staff members are aware of these policies.
- To ensure gender sensitive recruitment processes and gender parity is promoted at all levels.
- To ensure the monitoring for adequate integration of gender perspective in programmes and projects, and gender screening in LPAC processes is well followed by staff responsible for these tasks.
- To ensure gender sensitive response to public relations and promote it at all levels

Implementation of Action Plan

- The gender focal Team should be guided by an action plan specifying activities and responsibilities of each member regarding the above mentioned tasks and responsibilities.
- The Gender Focal Team will hold bi-monthly meetings to update on progress, share experiences and plan activities.
- The chairperson/facilitator of the team will call additional meetings to address emerging issues.
- The chairperson/facilitator will brief the senior management meetings every three months to update the management committee and raise gender issues that need attention. Update on the implementation of the strategy will also be included at the Office retreats.

ENDNOTES

¹ *The Future We Want: Rights and Empowerment*. UNDP Gender Equality Strategy 2014-2017. <http://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-equality-strategy-2014-2017/>

² UNDP GES Objective 1: Growth is inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.

³ Country Profile, 6.

⁴ Country Gender Profile, 2014.

⁵ The process was supported by the Swedish Embassy in Kosovo, the Agency for Gender Equality, the European Union Office, and UN agencies in Kosovo.

⁶ Färnsveden, Ulf, Ariana Qosaj-Mustafa and Nicole Farnsworth. *Country Gender Profile: An Analysis of Gender Differences at all Levels in Kosovo*. ORGUT, April: 2014.

http://www.swedenabroad.com/ImageVaultFiles/id_20757/cf_2/Orgut_Kosovo_Gender_Profile_FINAL_2014-05-08.PDF

⁷ Public Pulse on Gender: “The Leadership and Participation of Women in Politics.” July 2014: UNDP.

http://www.ks.undp.org/content/dam/kosovo/docs/womenPub/PP_Gender_keyfindings_Eng.pdf

⁸ Data from *Public Pulse on Gender*: 2014.

⁹ See: Kosovo Women’s Network. *At What Cost? Budgeting for the Implementation of the Legal Framework against Domestic Violence in Kosovo*. KWN, Prishtinë/Priština: 20120; Shima, Ada and Nicole Farnsworth. *Budgeting for Social Welfare: A Rapid Gender Analysis to Inform Gender Responsive Budgeting in the Ministry of Labour and Social Welfare in Kosovo*. KWN, Prishtinë/Priština: 2014; Kosovo Women’s Studies and Alter Habitus. *Where’s the Money for Women’s Rights?* KWN/Alter Habitus, Prishtinë/Priština: 2013; Kosovar Gender Studies Centre (KGSC). *Gender Audit of European Union Projects in Kosovo*. KGSC, Prishtinë/Priština: 2010, -- *How Do Women Vote in Kosovo? II* (2013); -- *History is Herstory, too* (2008), -- and RROGRAEK. *Position of Roma, Ashkali and Egyptian Women in Kosovo* (2009).

¹⁰ There reflect three main areas of work specified in the global UNDP Gender Equality Strategy 2014 -2017: 1) sustainable development pathways; 2) inclusive and effective democratic governance; and 3) resilience-building.

¹¹ Outputs to Outcome 4 in the global UNDP Gender Equality Strategy 2014-2017 include: Output 4.1. Country led measures accelerated to advance women’s economic empowerment; Output 4.2. Measures in place and implemented across sectors to prevent and respond to sexual and gender-based violence; Output 4.3. Evidence-informed national strategies and partnerships to advance gender equality and women’s empowerment; Output 4.4. Measures in place to increase women’s participation in decision making; Output 4.5. Measures in place to increase women’s access to environmental goods and services (including climate finance).

¹² Currently M&E utilizes the UNEG Guidance Document *Integrating Human Rights and Gender Equality in Evaluation*.

¹³ The office of the UNDC is comprised of five staff members who provide support to the role of the UNDC: a UN Coordination Specialist; a UN Peace and Development Adviser; a UN Communications Analyst; a UN Peace and Development Officer, and a UN Coordination

Associate. These officers provide programmatic and administrative support to implementation of the inter-agency strategic plans, activities and projects; promote UNKTs advocacy and communication and monitor achievements of the inter-agency coordinated efforts. The advancement of the planned work is made possible through a number of mechanisms that are put in place to facilitate inter-agency and cross institutional coordination and joint development work.

¹⁴ UNKT CDP 2011-2015

¹⁵ To be developed by October 2014.