



Gender Specific Corruption Risks and Vulnerabilities

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Executive Summary

This report presents findings on corruption risks and vulnerabilities in the public sector at central and local levels as well as private sector, with a specific focus on gender-based differences. The study was commissioned by the United Nations Development Programme (UNDP) in Kosovo and conducted by UBO Consulting between 27 January 2021 and 26 March 2021.

It is important to understand whether perceptions, exposure and impact of corruption differs by gender. Thus, this study provides data on the insights and experiences of women and men working in both public and private sectors. As such, in the sections below it highlights the corruption risks and vulnerabilities in the private and public sector with a gender perspective.

Key Findings

Central Level

- The opinions of women and men on what constitutes corruption were rather similar to each other. More than 95% of respondents (approximately the same percentage of women and men) employed at the central level of public sector level think that the following workplace practices are corrupt:
 - paying or receiving a payment for awarding contracts or positions;
 - paying or receiving rewards for keeping silent about workplace issues;
 - paying or receiving a payment for a promotion or permanent job within the civil service;
 - performing or receiving sexual favors in exchange for promotion or money;
 - failure to declare conflict of interest when recruiting staff or awarding contracts.
- Women and men working in the public sector also had similar perceptions on the prevalent forms of corruption. 94% of civil servants at the central level listed nepotism, favoritism and patronage as the main forms of corruption that exist across the civil service in Kosovo¹.
- On a scale from 1 to 5, 1 indicating that corruption is not prevalent at all in Kosovo and 5 indicating that is very prevalent, the average answer of respondents was 2.52. The average answer of women was slightly higher (2.53) when comparing with the average of men respondents (2.50), but the difference was not statistically significant to constitute a divergence in opinions.
- Women and men placed slightly different importance on the factors causing corruption in the civil service. For women, lack of strict administrative control was the key factor (40% of them mentioned it), while for men it was inefficiency in the judicial system (37% of them mentioned it).
- Only 12 out of 436 respondents (7 men and 5 women) at the central level (3%) had witnessed corruption in the workplace, whereas six out of 436 (1%) have been asked to participate in corrupt practices. Four of the respondents were men and two were women.

¹ References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999).

- The results indicate a potential gender gap in exposure to trainings and professional development opportunities at the central level; 92% of interviewed men claimed that the latter were available to them as compared to only 84% of women.
- Given this potential gender gap, it is not altogether surprising to see that women (87%) were less likely than were men (94%) to think that all civil service workers have the same professional development opportunities regardless of their relationship with their supervisor.
- Men, who worked as civil servants at the central level, were more likely to believe that discretionary power exists within the public administration (17%) than were women in the same sector (12%).

Local Level

- At local level, men were more likely than women to believe that the following practices within a workplace are corrupt:
 - paying or receiving rewards for keeping silent about workplace issues (81% of men and 76% of women);
 - paying or receiving a payment for a promotion or permanent job within the civil service (79% men and 76% of women);
 - paying or receiving a payment for awarding contracts or positions (79% of men and 74% of women).
- In this sector, men were also more likely than were women (68% of men and 66% of women) to consider nepotism, favoritism and patronage as forms of corruption existing across the entire civil service in Kosovo. Embezzlement and theft are believed to exist in the civil service by 63% of interviewed women and 59% of men. Additionally, 60% of women think that abuse of discretionary powers in the civil service, compared to 58% of men who think the same.
- Women working at the local level of the public sector estimated a higher prevalence of corruption than did the men. On a scale of 1 to 5, where 1 means that corruption is not prevalent at all in Kosovo and 5 means that is very prevalent, the average answer of all respondents was 2.65, 2.74 for women and 2.58 for men.
- Lack of strict administrative control was the most important factor causing corruption, according to 26% of men and women. A more evident distinction is seen about fast personal enrichment sought by people in power where 25% of men thought of that compared to 19% of women.
- When asked if they ever witnessed corruption in their current workplace, only 5% of local level respondents claimed they did. From 16 respondents who stated to having witnessed corruption in the current workplace, ten of them were men and six who were women.
- Around 3% of interviewed local level employees had been asked to participate in corrupt practices. Out of all respondents who were asked to participate in such practices (n=9), six of them were men and three were women.
- Women and men of this sector share similar opinions about the benefits enjoyed by civil workers. The majority of respondents think that all civil workers enjoy the same benefits within the civil service regardless of their relationship/level of friendship with their supervisors.
- Men were more likely to believe that discretionary power exists within the public administration (23%) than were women in the same sector (17%). In addition to the gender disparity of opinions, it must be noted that a higher share of local level employees than

central level ones believe that discretionary power exists through which management can grant additional pay or benefits to certain employees.

Private Sector

- In the private sector, a slightly higher share of men (49%) than that of women (45%) believe that there is some corruption in that sector. In general, one in two private sector employees perceive some form of corruption in their workplace or the sector at large.
- Women and men generally agree on the most common forms of corruption prevalent in this sector. More than 60% of respondents listed fraud, clientelism/nepotism and exceeding authorization limits as the most common forms of corruption to exist across the private sector in Kosovo.
- A slightly higher share of women (43%) than that of men (41%) consider lack of implementation of the Labor Law as the most important factor causing corruption in the private sector is, as claimed by 41% of respondents.
- Only 2% (n=14) of business representatives have witnessed corruption in their current workplace. Slightly more men (2.3% - 12 men respondents out of 529) than women (1.6% - 2 women respondents out of 126) reported to have witnessed corruption in their current workplace.
- Additionally, only 2% (n=12) of respondents claimed that were asked to participate in corrupt practices in their current workspace. From 12 workers that were asked to participate in corrupt practices, 11 of them were men.
- One in two employees in the private sector (50% of men and 49% of women) claimed that their company has not taken any steps to combat the fraud or corruption.
- More than half of respondents (52% in total – 54% of men and 43% of women) claimed that their company has no written policy/rule/mechanism about dealing with corruption within the company.
- The gender gap for exposure to promotions is slightly smaller in the private sector than in the public one. According to study results, promotion policies were applicable to 70% of men, a slightly larger share than that of women who have such policies available to them (67%).
- Most of the respondents (76%) claimed that their income matches the amount disclosed by their employer to the tax administration, compared to 19% who stated the opposite. There were no striking gender disparities regarding this issue. Slightly more women (78%) than men (76%) claimed that their income matches the amount disclosed by their employer to the tax administration.
- Around 61% of men respondents claimed to have worked full time or mostly full time since the spread of COVID-19, compared to 69% of women employees who did the same.
- Most respondents (65%) have received full salary, whereas one-third of workers have received partial salary since the spread of COVID-19. Less men (63%) than women (69%) have received full salary since the beginning of the pandemic. Additionally, 2% of interviewed men reported that they have not gotten paid at all since the spread of COVID-19.
- While it seems that COVID-19 did not impact women adversely in terms of wages in the private sector, they were nonetheless less likely to have been promoted since the spread of COVID-19, higher share of men (5%) than that of women (2%) were promoted. Majority of the respondents (89%) claimed that their job position did not change during this situation.

Introduction

Good governance constitutes of transparency, equity, strengthened accountability, integrity and participation. The civil service, both local and central, has to maintain such principles. Therefore, civil servants are expected to promote a transparent and fair working environment for both women and men. If the civil service fails to provide such a working environment, it undermines public services. The impact of such actions is not only felt by the residents who do not get good services from institutions, but also by civil service employees themselves. That is because corrupt practices directly impact recruitment, promotion, remuneration and redundancy policies. Most importantly, they have a negative impact in the trust of residents in the civil service. Different forms of corruption are also common in the private sector. The main objective of this study is to provide a comprehensive overview on corruption risks and vulnerabilities in the civil service and private sector in Kosovo, and how it is perceived and experienced by both men and women.

The project Support to Anti-Corruption Efforts in Kosovo (SAEK) aims to have a positive impact on reducing the level of corruption in Kosovo by strengthening monitoring and oversight mechanisms of institutions to perform in an efficient, transparent, accountable, and gender sensitive manner. The project works to ensure greater transparency and accountability of those institutions responsible for delivering public services and create the necessary requirements for more participatory governance at the local level.

UNDP has developed a survey methodology to assist Kosovo to ensure transparent and accountable operations within the civil service as well as businesses. The survey provides an assessment of corruption risks and vulnerabilities in public and private sectors in Kosovo, focusing on gender differences in perspectives, experiences, and exposure. This assessment can then be used to devise gender sensitive strategies that address the underlying governance and anti-corruption bottlenecks. By utilizing participatory diagnosis, the survey reflects on the experiences, needs and perceptions of Kosovo civil service and private sector employees on corruption risk and vulnerabilities, processes of recruitment and promotion. It especially analyses through a gender lens the different impacts of a lack of transparency and corruption on the recruitment and as well as career development for both women and men. To achieve this objective, a hybrid of quantitative and qualitative methodology was developed, including review of existing literature; quantitative interviews with representatives of civil servant employees at the local and central level and businesses; and, focus group discussions with key stakeholders. This report presents the study findings based on both the quantitative (survey) and qualitative (focus group discussions) methodologies for the public and private sector. Comparisons by gender have been especially emphasized in cases where there was a significant difference in the results.

Key Concepts

Corruption – a broader term for misconduct and abuse of power in the workplace. There are many types of corruption such as bribery, extortion, fraud, favoritism, etc.

Bribery – the offering or obtaining of any gift, loan, payment, reward or advantage for personal gain.

Extortion – the practice of obtaining favors, through force or threats.

Favoritism – the practice of giving unfair preferential treatment to one person or group at the expense of another.

Harassment – a form of employment discrimination. Harassment is a conduct that is based on race, color, religion, gender, ethnic origin, age or disability.

Gender – a social construction which refers to differences between men and women. It includes norms, behaviors and roles. These differences have been acquired and can change over time.

Gender equality – the state of equal ease of access to resources and opportunities regardless of gender, including participation and decision-making.

Survey Methodology

The Gender Specific Corruption Risks and Vulnerabilities in Kosovo Survey was carried by using a mixed methodology approach, which included quantitative and qualitative methods. This study covered a quantitative survey and two focus group discussions, in which the target groups were civil servants at both central and local level, and employees from the private sector (businesses).

The principal objective of the survey was to provide a comprehensive overview on corruption risks and vulnerabilities in the civil service and the private sector in Kosovo, and, how it affects men and women, from all ethnicities. The survey covered:

- Men and women civil service employees' experiences and perceptions of corruption risk and vulnerabilities within the civil service;
- Men and women employees' experiences and perception of corruption risk and vulnerabilities within the private sector;
- Men and women experiences and perceptions on the level of transparency and functionality of accountability mechanism in private and public sector.

Methodology Approach for the Quantitative Part

The quantitative part of this study was based on the principles of household survey methodology. The interviews were all conducted through a face-to-face computer-assisted personal interviewing technique (CAPI). The survey was conducted from January 27th, 2021 until March 26th, 2021. The samples were drawn from two sampling frames:

1. Public Institution Employees (central and local level institutions);
2. Private Sector Employees (businesses).

The total number of interviews that were conducted across 38 municipalities in Kosovo is 1,440, where a total of 785 interviews were held with the employees of the public sector and 655 with those of the private sector.

Out of 785 interviews conducted with the public sector, 436 were carried out with a representative sample of employees in institutions at the central level ranging from employees in all the ministries, different agencies, commissions and other relevant civil

service institutions. The other 349 were conducted with civil servants at the local level across 38 municipalities in Kosovo.

Regarding the private sector, 655 randomly selected businesses were interviewed across 38 municipalities in Kosovo. The sampling methodology consisted two stages, which included the sample design and the selection of businesses to obtain an unbiased survey sample. An up-to-date list of businesses from the Kosovo Tax Administration was used as the sampling universe for both stages.

The table below shows the gender distribution of interviews for all target groups.

Central level		Local level		Businesses	
Women	Men	Women	Men	Women	Men
222	214	160	160	126	529
436		349		655	

Methodology Approach for the Qualitative Part

In order to assess the information of employees at public and private sectors to a deeper understanding, UBO Consulting was appointed to complete two focus group discussions. The main purpose of this part of the study was to gather qualitative data on corruption risks and vulnerabilities in the public and the private sector in Kosovo, and how it affects both genders.

Due to the COVID-19 restrictive measures, both focus group sessions were carried out virtually through the Zoom platform on April 8th, 2021. In order to avoid a biased selection, the participants were selected randomly by using the contact lists of previous research studies. The groups were structured in such a way that the first one consisted 8 employees from the public sector (local and central level), while the second one consisted 8 employees from the private sector. Each focus group had 8 participants, in order to ensure that there was an opportunity for all participants to remain engaged.

Survey Results

Central Level

This section depicts results from 436 workers at the institutional level. The sample was representative regarding gender, since 51% of the workers were women and the other 49% were men. The vast majority of workers were Albanian (98%), however the sample included also other ethnicities such as Serbs (1.4%), Turks (0.5%) and Ashkali (0.2%). The age of most respondents ranged from 30 to 39 years (36%) or from 40 to 49 years (35%).

Around 64% of the respondents were qualified with a college degree and another 30% had master's degree.

Regarding the positions respondents had in the governmental departments, most of them were senior officers (84%), however workers with other positions such as head of division/sector (8%) and administrative officials (6%) were also interviewed.

Initially, respondents were asked about certain practices within the workplace and which they perceive as corrupt practices. The vast majority of the personnel in governmental positions (95% and above) believed that paying or receiving a payment for awarding contracts or positions (98%), paying or receiving rewards for keeping silent about workplace issues (97%), paying or receiving payment for a promotion or acquiring a permanent job within the civil service (97%), performing or receiving sexual favors in exchange for promotion or money (96%) and not declaring a conflict of interest when recruiting staff or awarding contracts (95%) are all considered as corruptive practices which can occur in the workplace.

The graph also shows other corrupt practices that respondents mentioned, albeit less frequently than the ones listed above.



Figure 1. Which of these practices within the workplace do you think are corrupt? [n=436]

According to 94% of the personnel at central level, nepotism, favoritism and patronage are the three main forms of corruption that exist across the entire civil service in Kosovo. Other forms of corruption found in civil services in Kosovo, claimed by 80% of respondents and above, were also abuse of discretionary powers (89%); embezzlement, theft, and fraud (88%); bribery (86%); trading in influence (85%) and extortion- including the sexual type (84%).

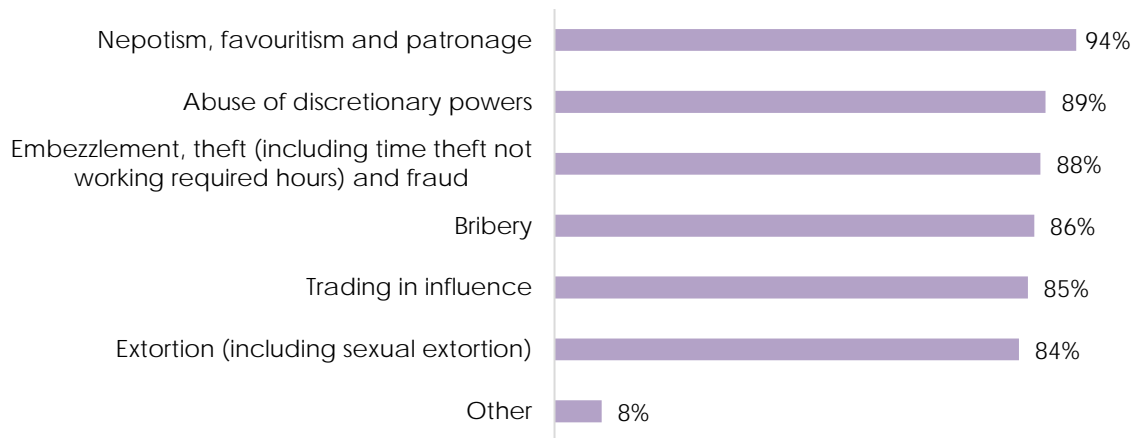


Figure 2. What forms of corruption do you believe exist across the entire civil service in Kosovo? [n=436]

On a scale from 1 to 5, 1 indicating that corruption is not prevalent at all in Kosovo and 5 indicating that is very prevalent, the average answer of respondents was 2.52. The average answer of women working at the central level regarding how prevalent corruption in civil services is was 2.53 which was almost the same with the average answer of men (2.50).

The most important factor causing corruption in the civil service in Kosovo is lack of strict administrative control according to 38% of the personnel at the institutional level. Inefficiency of the judicial system was rated as the second most important factor by 33% of respondents. Other factors which are causing corruption, claimed by a lower percentage of respondents were also the moral crises in the post-conflict period (11%), and fast personal enrichment sought by people in power (10%).

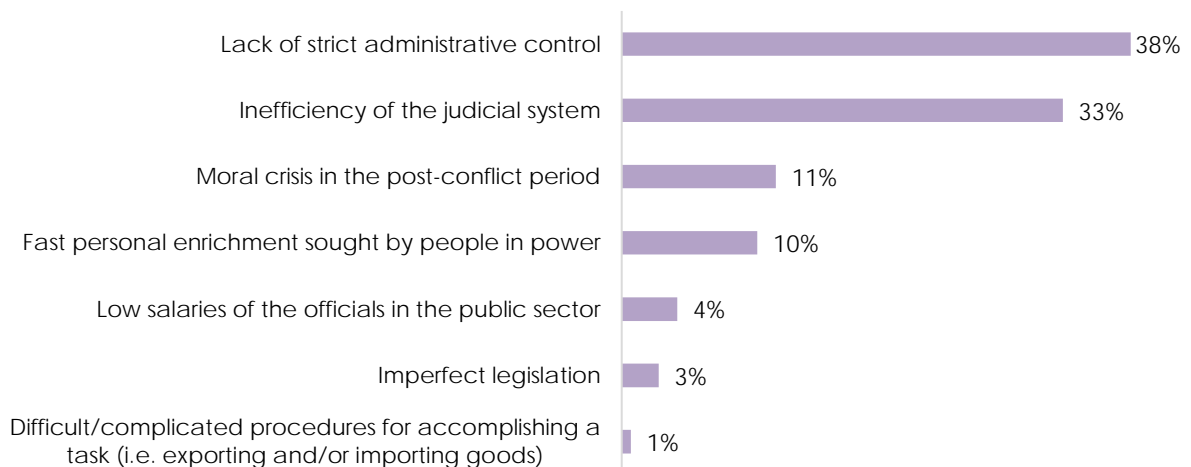


Figure 3. What is the most important factor causing corruption in the civil service of Kosovo? [n=436]

When looking at results separately by gender, it is noticeable that more women (40%) than men (36%) think that the lack of strict administrative control is the most important factor for causing corruption in the civil service. According to 37% of men, efficiency of the judicial system is the most important factor that causes corruption, compared to 28% of women who think the same. Moral crisis in the post-conflict period is considered as the most important factor causing corruption by 9% of men and 14% of women who were interviewed.

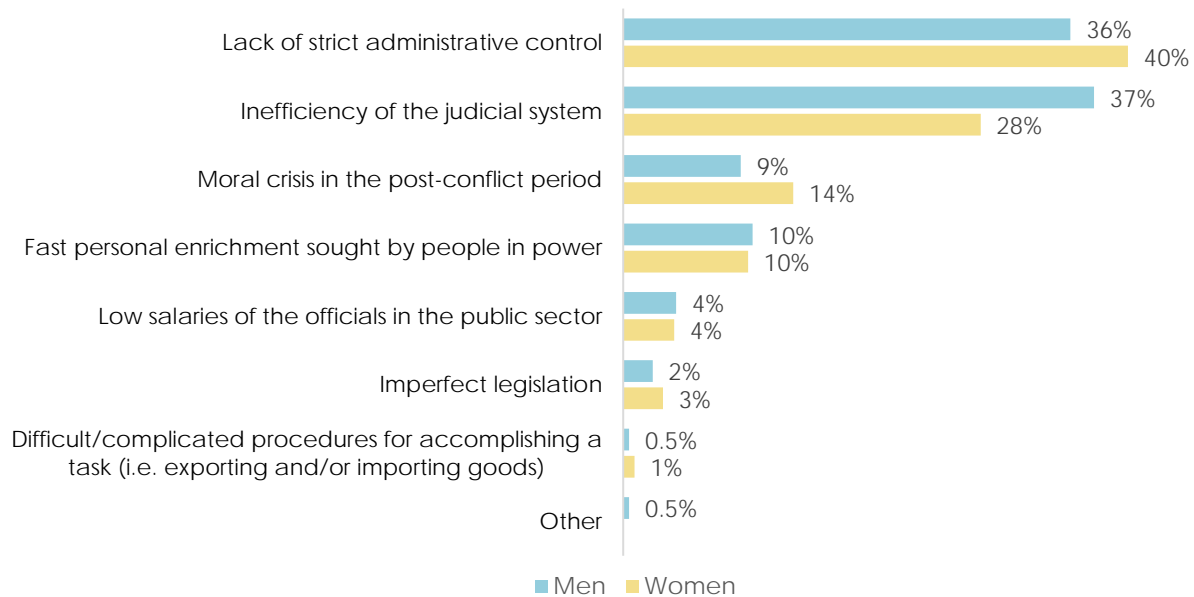


Figure 4. What is the most important factor causing corruption in the civil service of Kosovo? Gender breakdown [n=436]

Out of the 436 workers at the governmental level, only 3% (n=12) of them have witnessed corruption in their current workplace. The other 97% stated that they never witnessed corruption in their workplace. From 12 workers who witnessed corruption, seven of them were men and five were women.

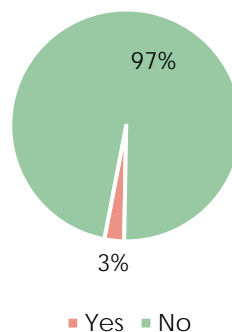


Figure 5. Have you ever witnessed corruption in your current workplace? [n=436]

Ten out of 12 workers that witnessed corruption in their workplace, claimed that the type of corruption they witnessed was abusing discretionary powers. Eight workers witnessed nepotism, favoritism and patronage in their workplace and six workers witnessed embezzlement and theft- including working less hours than they should. Another type of corruption was bribery observed by five respondents.

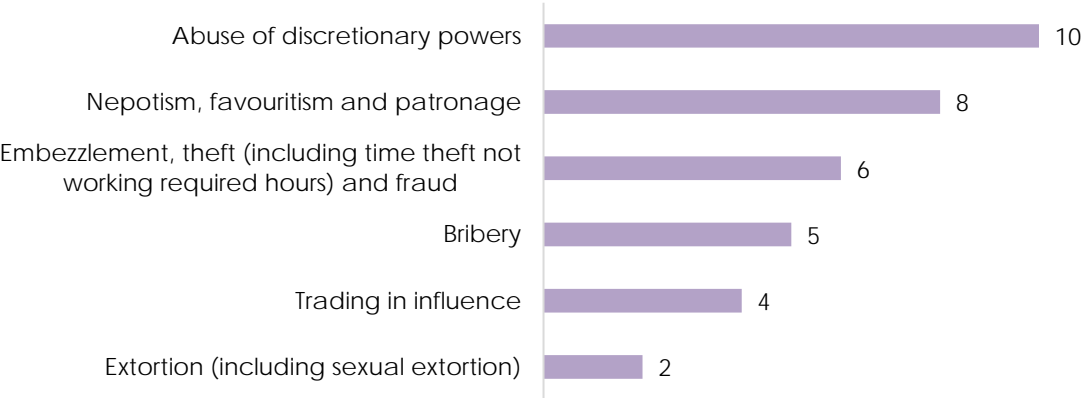


Figure 6. Can you please describe the corruption you witnessed? [n=12]

Eight out of 12 workers that witnessed corruption in their workplace have reported it. Five of the personnel who reported the corruption were men and the other three were women. When analyzing the results separately by gender, it is observed that more men than women have reported the corruption they have witnessed. Five men chose to report the corruption, compared to two women who did the same.



Figure 7. Did you report the corruption? [n=12]

Three out of 12 respondents have reported corruption to the Police Inspectorate. Two workers have reported it to whistle-blower official and one to the Anti-Corruption Agency. The two other respondents have reported to their supervisor of the supervisors and to the general auditor. Central level employees who did not report the corruption were then asked about the reason why. Fear of losing their job was the most mentioned among the reasons.

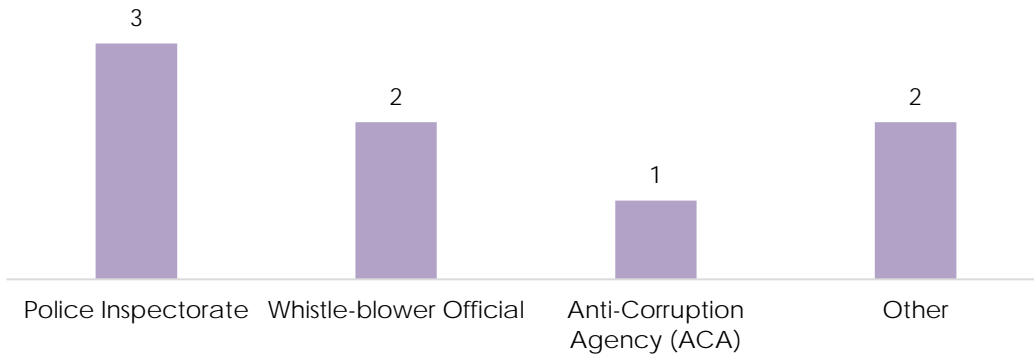


Figure 8. Where did you report it? [n=8]

Only 1% of respondents, were asked to participate in corrupt practices. Four workers that have been asked to participate in such practices were men and the other two were women.

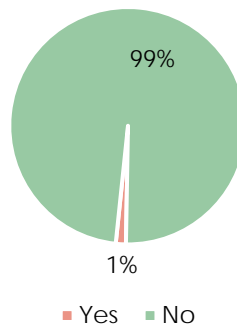


Figure 9. In your current workplace, have you ever been asked to participate in corrupt practices? [n=436]

Four workers which were asked to participate in corruptive practices elaborated that the type of corruption in which they were asked to participate in were bribery and/or abuse of discretionary powers. The other practices mentioned by one worker were embezzlement, nepotism and trading in influence.

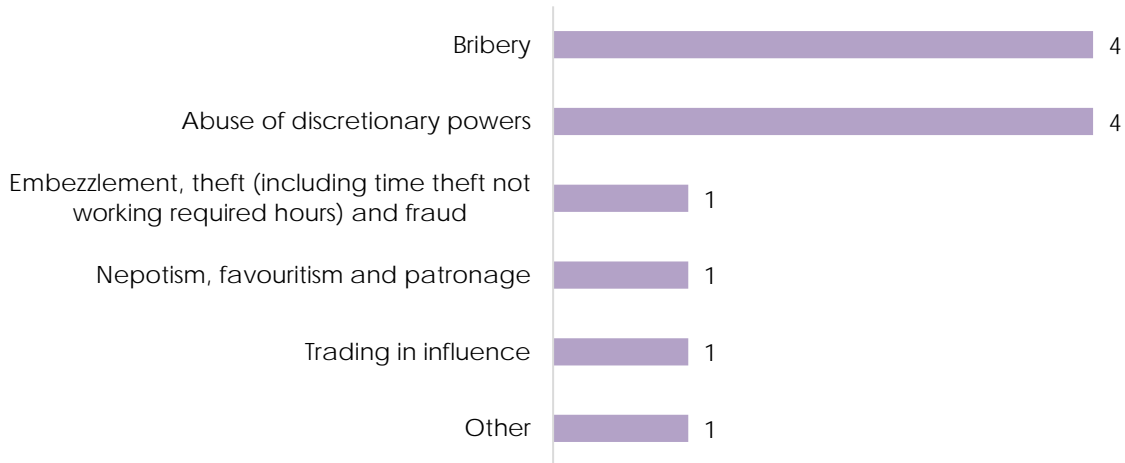


Figure 10. Can you please describe the type of corruption you were asked to participated in? [n=6]

Analyzing the results in terms of gender, we notice that three of the respondents who were asked to participate in bribery were men, compared to one woman. The same number of men and women (n=2) reported to having been asked to abuse their discretionary power.

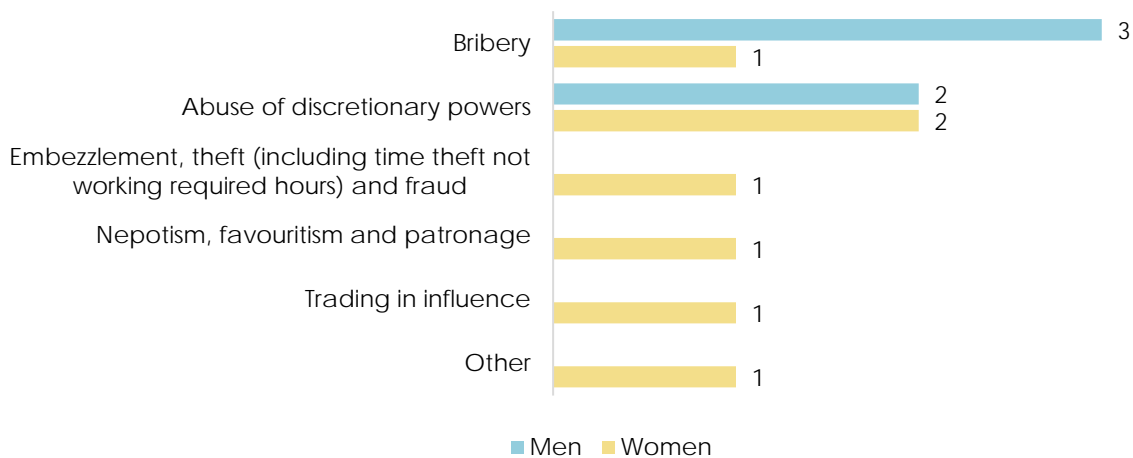


Figure 11. Can you please describe the type of corruption you were asked to participate in? Gender breakdown [n=6]

Two out of six workers at the central level, one woman and one man, which were asked to participate in corruptive practices have reported that act. The other four respondents chose to not report it. They believed that even if they would report them, nothing would be done in this regard.

Since from two women who were asked to participate in corruptive practices, one of them has actually reported this behavior. On the other hand, from four men who were asked to participate in corruptive practices, only one of them have reported the corrupt behavior.

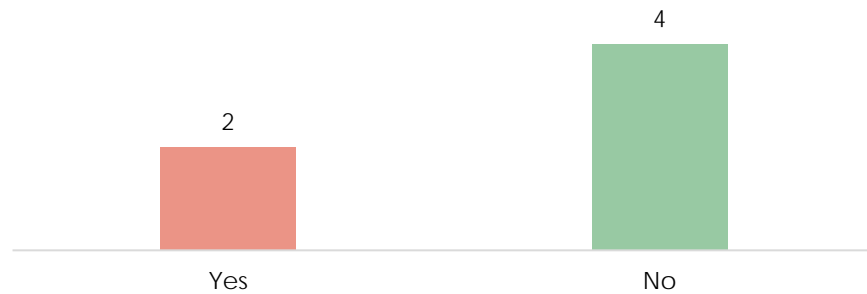


Figure 12. Did you report the corruption you were asked to participate? [n=6]

The vast majority of employees in central level believed that workers are well informed and are encouraged by civil services to speak against corruption and lack of transparency in their workplace. Around 94% of the personnel at the institutional level believed that accurate laws and policies provide proper information about corruption, accountability and good governance, which are equal for men and women employees. Civil services also established relationships with NGOs and governmental organizations with the purpose of fighting corruption as claimed by 90% of respondents.

Additionally, 89% and 88% of governmental personnel stated that civil service has an established and functional workplace regarding grievance mechanism, and that gender equality regards are included in the workplace policies, respectively.

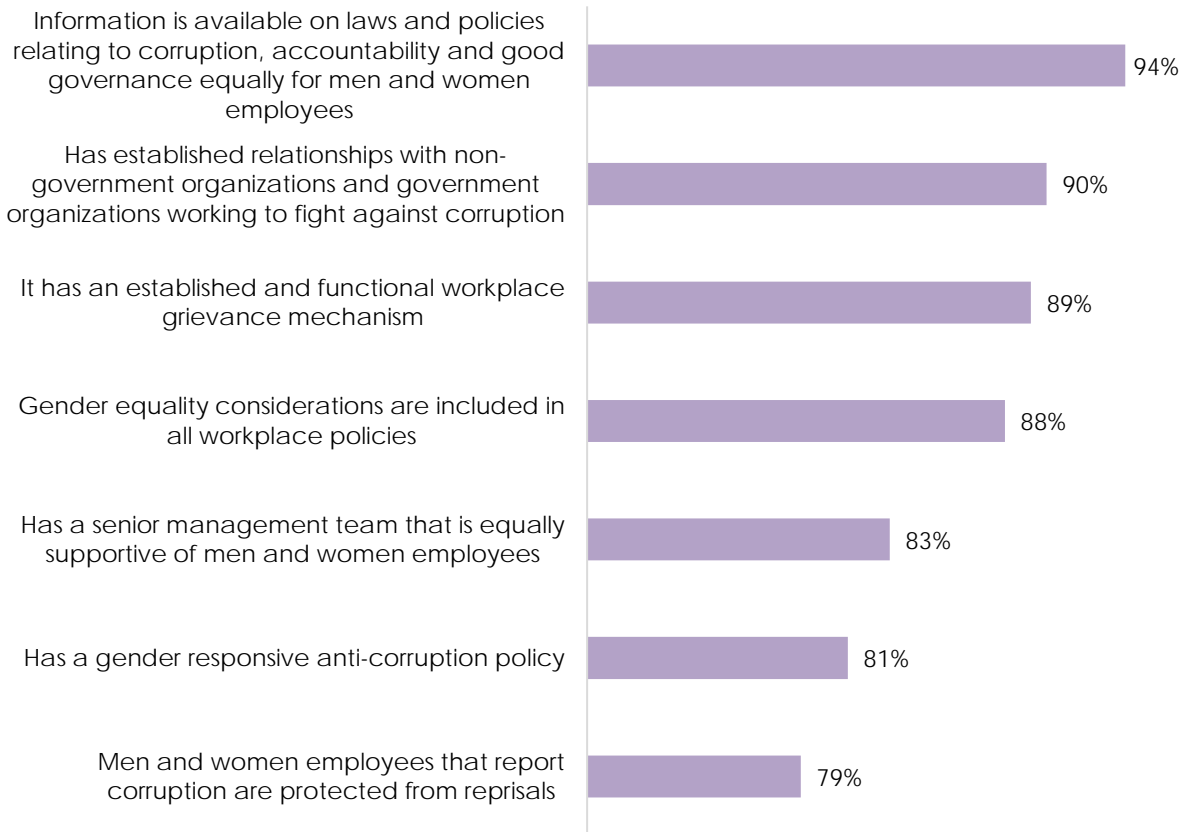


Figure 13. How does the civil service encourage workers to speak out against corruption or a lack of transparency in management? [n=436]

Code of conduct was the workplace policy that has the highest percentage of respondents (90%) claiming that is available to them. Other workplace policies which were available to them according to 85 % of respondents and above were training or professional development opportunities (88%), disciplinary measures (88%), working hours' policies (87%), salary and remuneration policies - including overtime (86%), promotion policies (85%), recruitment policies (85%) and anti-corruption policies (85%).

Retirement (83%), redundancy (75%) and retrenchment (74%) are three policies which slightly less respondents declared that are available to them.

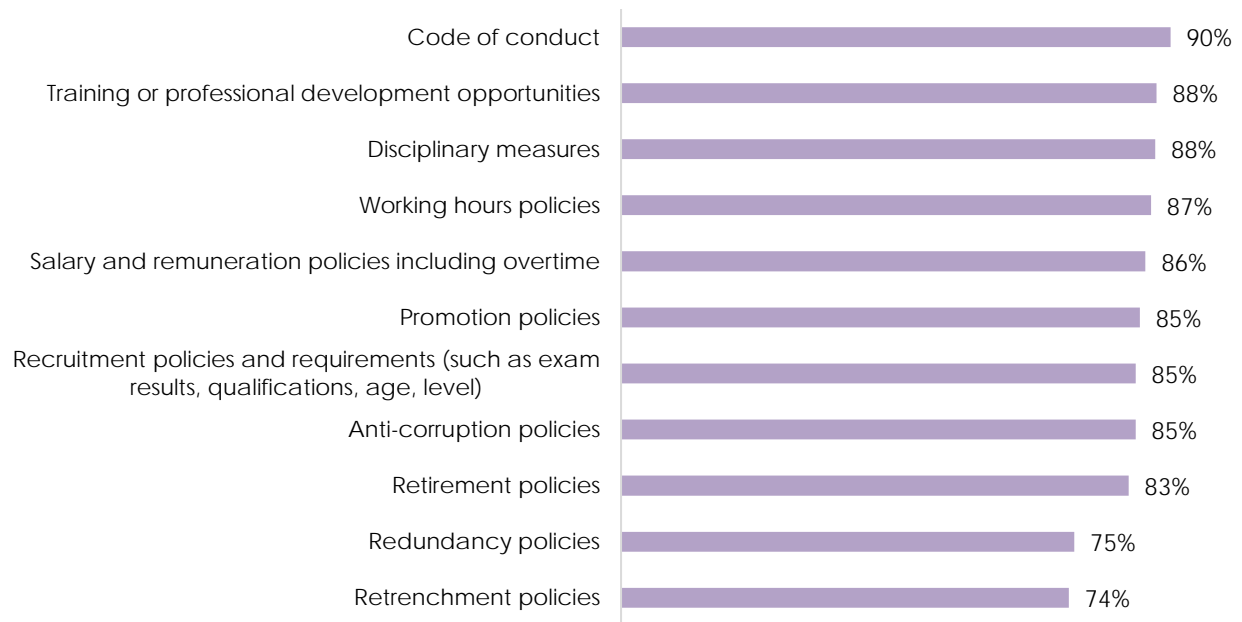


Figure 14. Have workplace policies relating to your employment been made available to you? [n=436]

When looking at the results in terms of gender, we notice that, generally, more workplace policies relating to employment have been available to men than women. It is worth mentioning that training or professional development opportunities at the central level have been made available to 92% of interviewed men, compared to 84% of women.

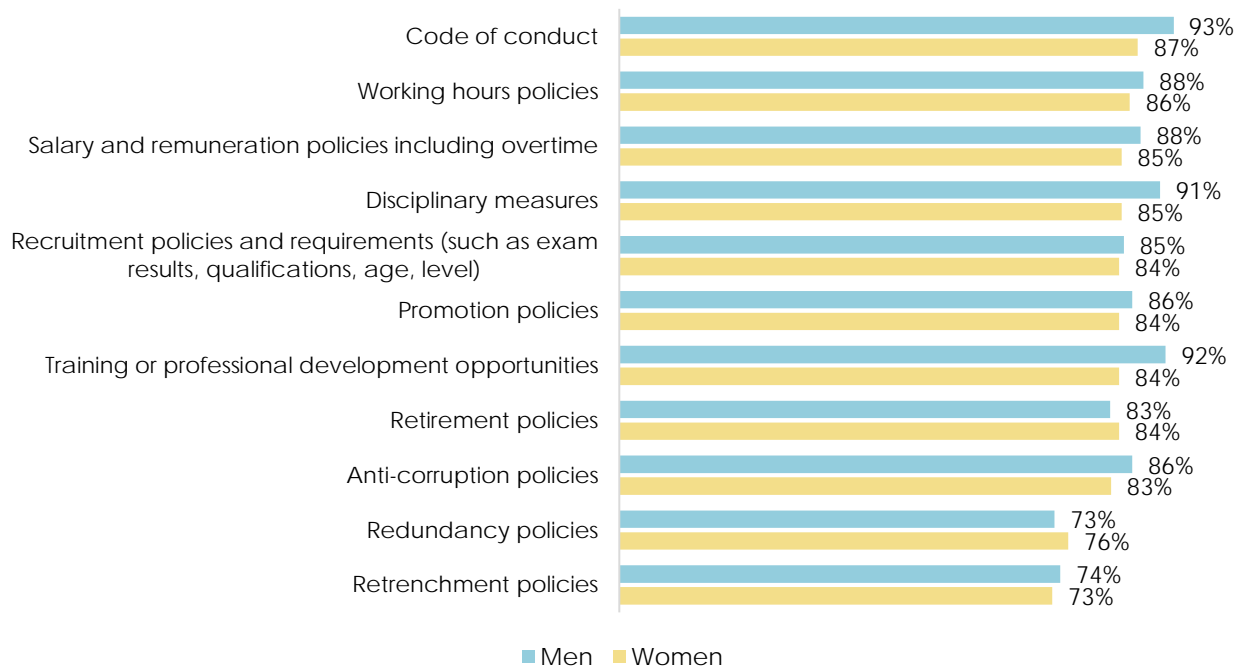


Figure 15. Have workplace policies relating to your employment been made available to you? Gender breakdown [n=436]

Employees in the governmental department were further asked if they have understood the information in the policies mentioned in the question above and whether they found those policies to be accurate and related to them. The vast majority of respondents stated that they could easily understand the information provided in the policies (96%), the information was given in a timely manner (95%), it was accurate (95%) and it was relevant to their situation (93%).

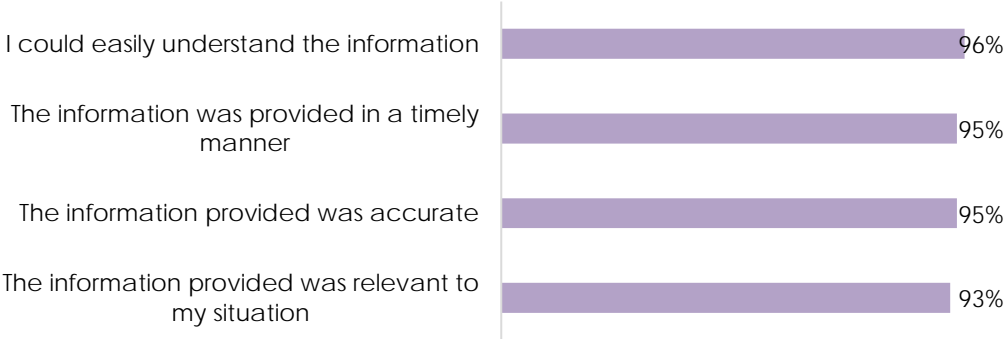


Figure 16. How would you describe the information provided in the policies and regulations mentioned in the question above? [n=436]

The majority of workers in the governmental departments (90% and above) believed that all the benefits presented in the graph below are provided to every worker in the same way, regardless of their relationship they have with their supervisor. Working the same hours (96%), same retirement regulations (95%), and same disciplinary measures (94%) are three benefits that are found to be the most accurate when concerning the equal opportunities provided for every worker. On the other hand, same professional development opportunities, same recruitment requirements and same training opportunities are benefits which slightly less respondents (90%) believed that all workers enjoy the same.

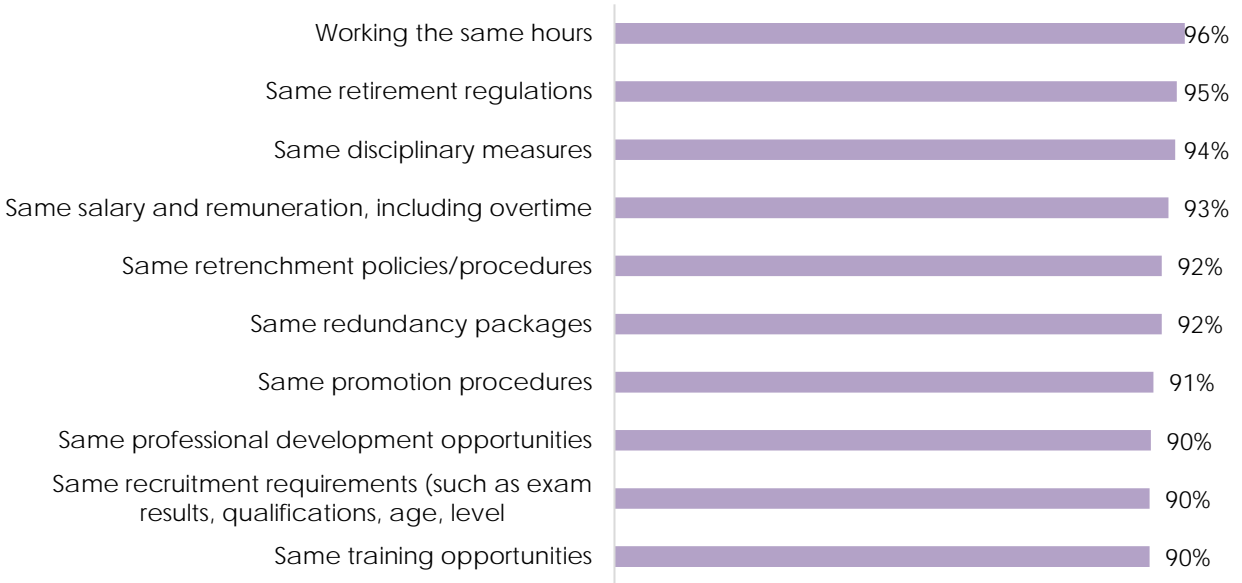


Figure 17. In your opinion, do all civil service workers enjoy the same benefits within the civil service regardless of their relationship/level of friendship with their supervisors? [n=436]

When analyzing the results of the same question in terms of gender, we notice that the answers of men and women were more or less the same. However, as presented in the graph below, less women than men think that all civil service workers enjoy the same training and promotion procedures regardless of their level of friendship/relationship with their senior supervisor. Additionally, 87% of women think that all civil service workers have the same professional development opportunities regardless of their relationship with their supervisor, a share that is lower than that of men who think the same (94%).

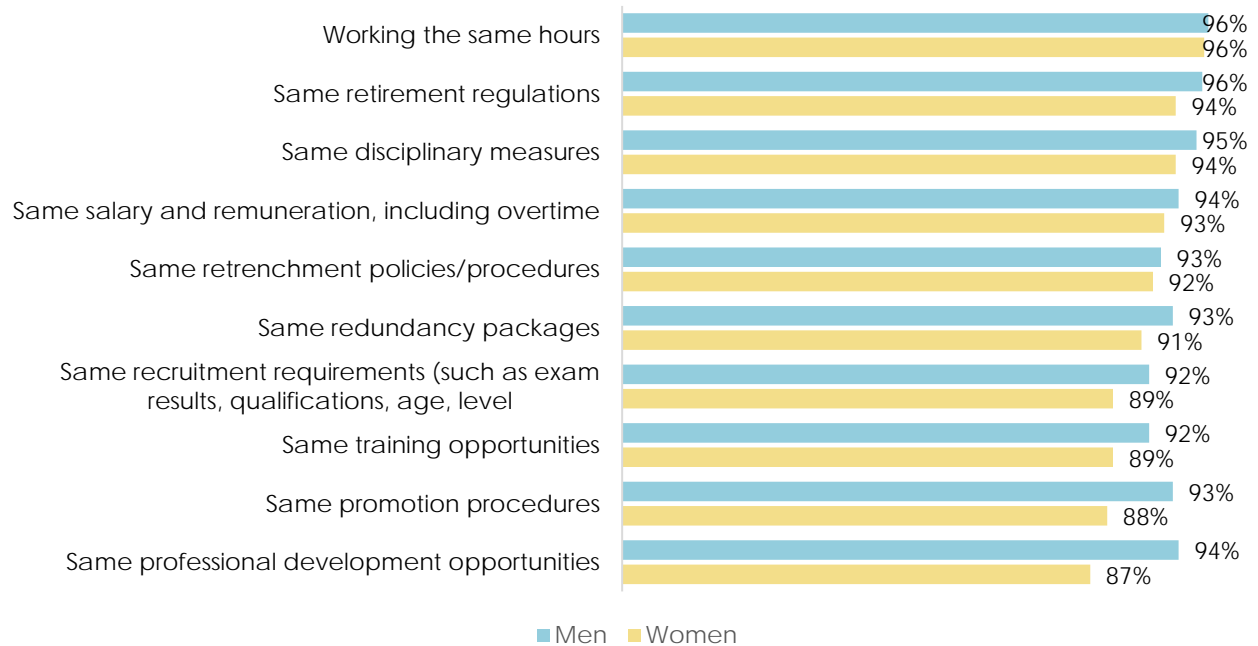


Figure 18. In your opinion, do all civil service workers enjoy the same benefits within the civil service regardless of their relationship/level of friendship with their supervisors? Gender breakdown [n=436]

Further, 14 % of employees at the institutional level (n=62) believed that discretionary powers exist within the public administration, whereby the management can grant additional pay or benefits to certain employees. The other 86 % of employees believed that such powers and additional benefits which are given only to some employees do not exist.

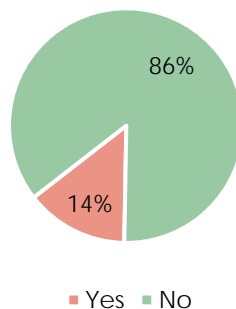


Figure 19. Do discretionary powers exist within the public administration whereby management can grant additional pay or benefits to certain employees? [n=436]

When conducting comparisons between women and men, it can be observed that more men than women believe that such discretionary power exists, where the management can grant additional pay or benefits to certain employees. More specifically, 17% of men claimed that discretionary powers exist opposed to 12% of women.

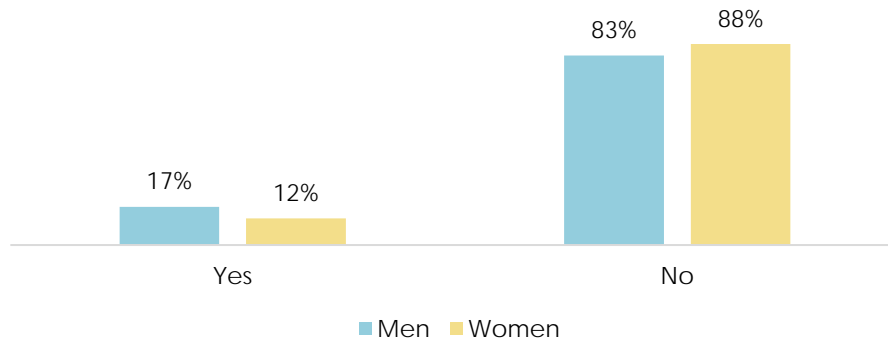


Figure 20. Do discretionary powers exist within the public administration whereby management can grant additional pay or benefits to certain employees? Gender breakdown [n=436]

The share of employees which believed that discretionary powers exist and that it is possible to grant additional pays or benefits to certain employees were then asked if the criteria for granting that additional pay or benefit is made available to all the staff. Most of these employees (77%) affirmed that the criteria for granting additional pay and benefits is available for all staff.

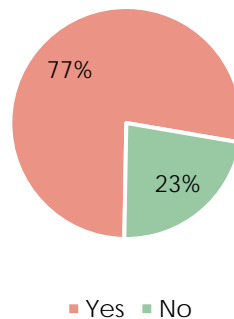


Figure 21. Are the criteria for granting additional pay and benefits made available to all staff? [n=62]

When comparing the difference between women and men regarding the criteria for granting additional pay and benefits made available to all staff, 81% of men believed that the criteria are applied to all the staff, 8 percentage points higher than the percentage of women (73%).

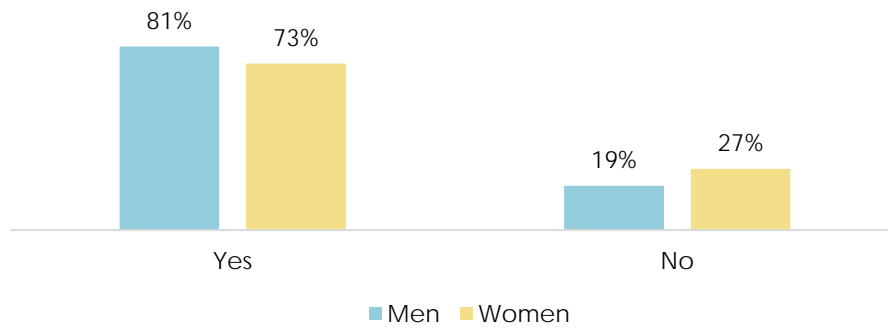


Figure 22. Are the criteria for granting additional pay and benefits made available to all staff? Gender breakdown [n=62]

Workers, who believed that discretionary powers exist and that management can grant additional pay or benefits to certain employees, were further asked if they think that these additional pays or benefits are equally accessible for women and men. Most of the respondents (74%) thought that they are accessible for women and men in an equal way.

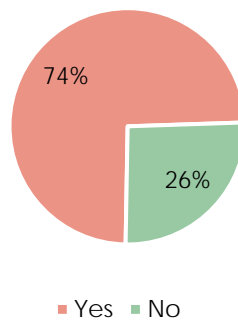


Figure 23. Do you think additional pay or benefits are equally accessible for women and men? [n=62]

Local level

This section of the report presents the findings for the employees at the municipal level. More than half of the interviewees were men (54%), compared to 46% who were women. The vast majority of interviews were conducted with Albanians (87%), followed by 12% which were conducted with Serbs and 1% with Turks. Slightly more than one third of respondents (34%) belong to the age group of 30-39 years old, followed by 29% who are between 40 and 49 years old. As for the positions of respondents within the municipality, around 65% of them were officers, 20% were administrative officials and 10% were heads of divisions.

Respondents were asked about the practices within workplace that are perceived as corrupt. By 79% of respondents in total from the local level, paying or receiving rewards for keeping silent about workplace issues (81% of men and 76% of women) and performing/receiving sexual favors in exchange for promotion or money are considered as the most corrupt practices (79%-same percentage for men and women interviewees). Further, employees at the local level think that paying/receiving payment for a promotion or permanent job within the civil service (78%) is considered corruption.



Figure 24. Which of these practices within the workplace do you think are corrupt? [n=349]

Around 67% of local level respondents think that nepotism, favoritism and patronage exist across the entire civil service in Kosovo. Further, embezzlement, theft and fraud were chosen in 61% of cases, followed by abuse of discretionary powers (59%) and bribery (54%).

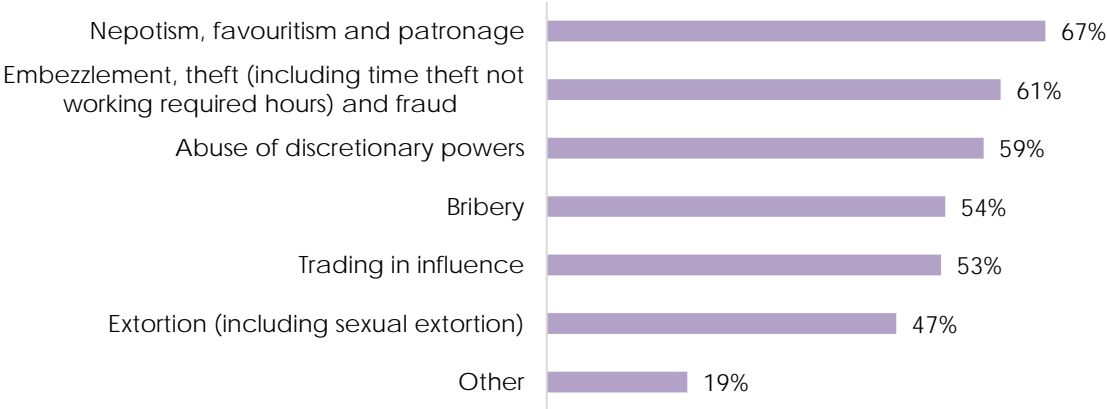


Figure 25. What forms of corruption do you believe exist across the entire civil service in Kosovo? [n=349]

Results show that, in general, more women seem to believe that there exist more forms of corruption across the civil service in Kosovo, compared to the number of men who think the same, with the exception of nepotism, favouritism and patronage which slightly more men (68%) than women (66%) thought that those were forms of corruption.

More women (63%) than men (59%) believed that embezzlement and theft were forms of corruption that believe in the civil service. Additionally, more women (60%) than men (58%) believed that abuse of discretionary powers is another form of corruption present in the civil service. Another more evident distinction in percentage is seen regarding bribery where 58% of the interviewed women believed that exist in the civil service opposed to 50% of men.

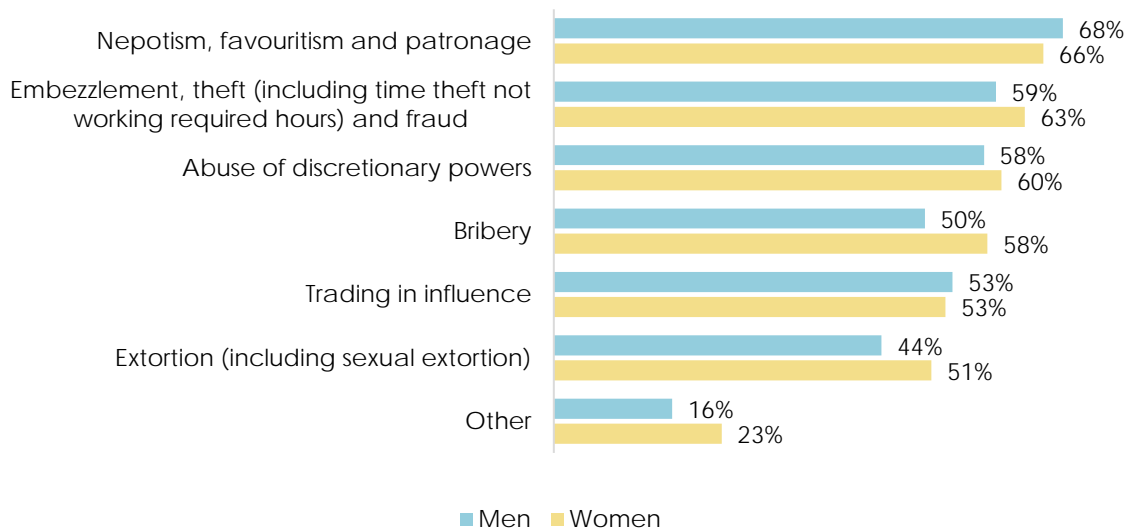


Figure 26. What forms of corruption do you believe exist across the entire civil service in Kosovo? Gender breakdown [n=349]

Moving on, respondents had to rate the level of prevalence of corruption in the civil service in Kosovo. On a scale from 1 to 5, where 1 means not prevalent at all and 5 means very prevalent, the average answer was 2.65. The level of prevalence of corruption in the civil service was higher according to women respondents (2.78,) than men interviewees (2.58)

According to one-quarter of respondents at the local level, the most important factor causing corruption in the civil service in Kosovo is the lack of strict administrative control. Around 23% of interviewees think that inefficiency of the judicial system is the main factor that causes corruption, followed by 22% who blame fast personal enrichment sought by people in power for this occurrence. Only 1% of respondents thinks that difficult/complicated procedures for accomplishing a task cause corruption.

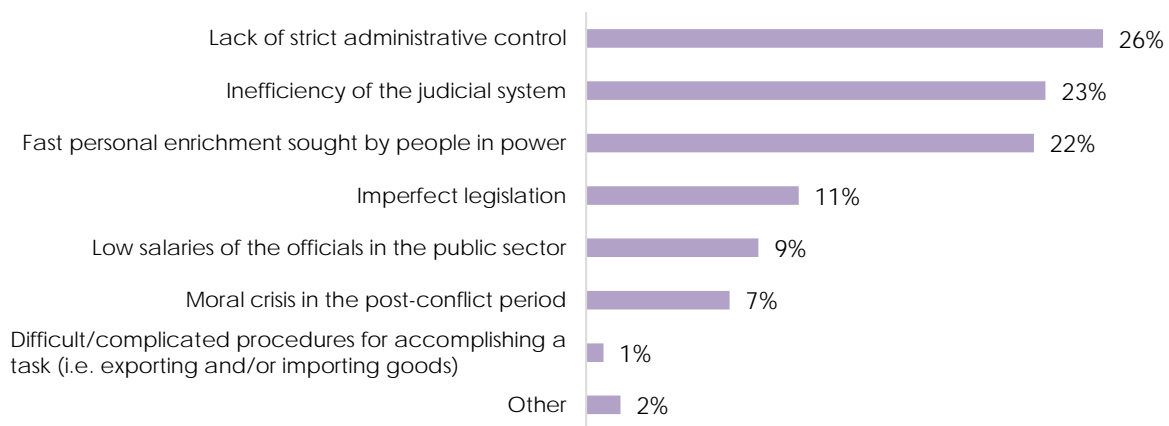
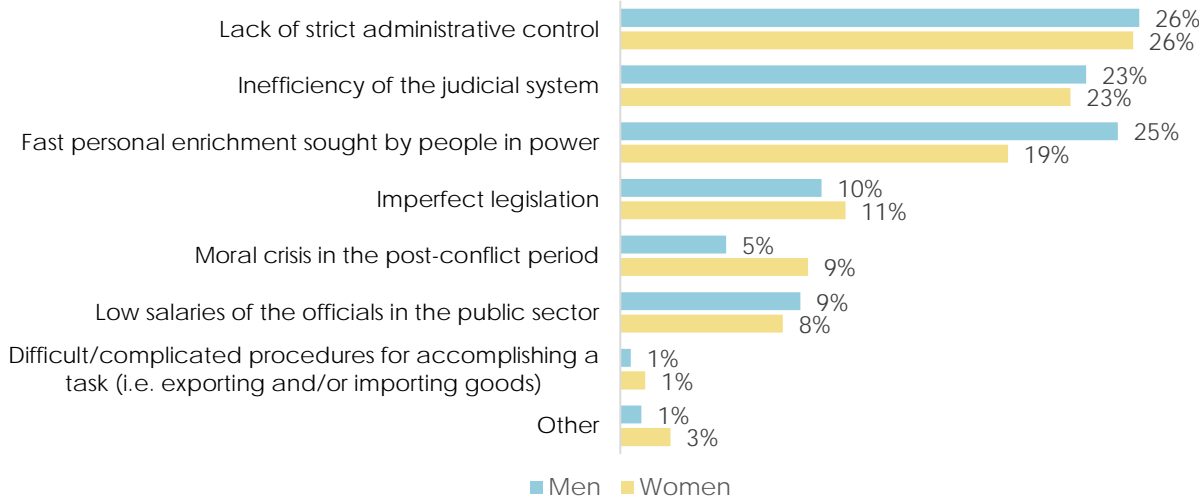


Figure 27. What is the most important factor causing corruption in the civil service of Kosovo? [n=349]

When breaking down the results of this question in terms of gender, we notice that more men (25%) than women (19%) think that fast personal enrichment sought by people in power is the most important factor causing corruption in the civil service. On the contrary, 9% of women blame the moral crisis in the post-conflict period for corruption, compared to only 5% of men who do so.



The vast majority of respondents from the local level (95%) have never witnessed corruption in their current workplace, compared to 5% who have. From 16 respondents who stated to having witnessed corruption in the current workplace, ten of them were men, compared to six who were women.

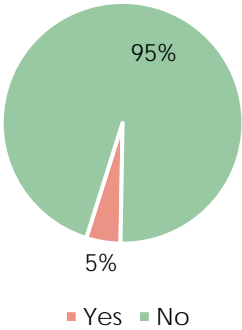


Figure 28. Have you ever witnessed corruption in your current workplace? [n=349]

Employees at the local level who claimed to have witnessed corruption in their current workplace were asked about the type of corruption they witnessed. Eleven respondents said that they witnessed bribery, followed by seven who witnessed embezzlement, theft and fraud. Other forms of corruption that were noticed by local level officials were extortion and nepotism, favoritism and patronage (n=6 for both).

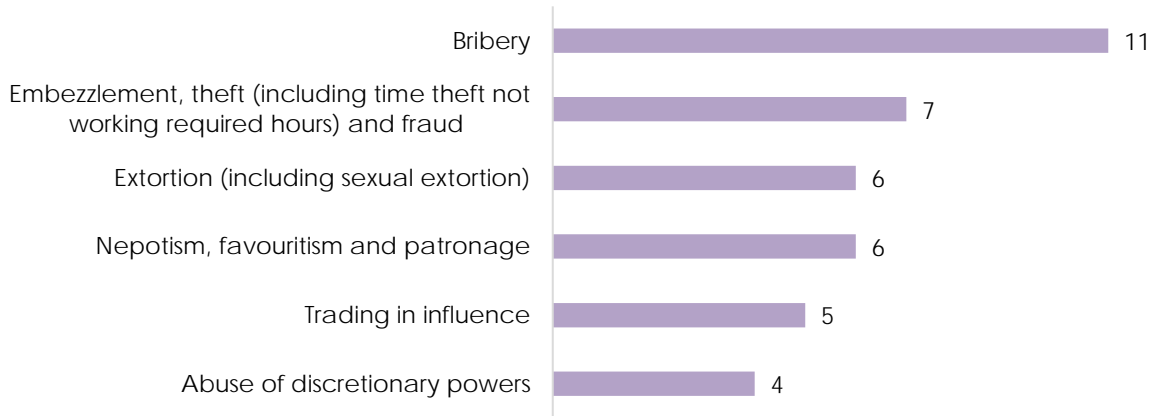


Figure 29. Can you please mention the answer/s that best describe/s the corruption you witnessed? [n=16]

Out of 16 local level employees who witnessed corruption in their current workplace, only four of them reported it, compared to 12 respondents who did not. Data shows that all respondents who reported corruption were men (n=4). On the other hand, from 12 employees who did not report corruption in the workplace, six of them were men and six were women.

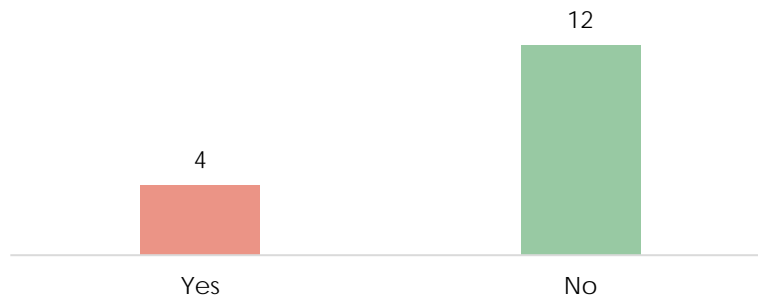


Figure 30. Did you report the corruption? [n=16]

Four respondents, who reported corruption in the workplace, were asked about where they reported it. One employee reported it to the whistle-blower officer, whereas another one reported it to the police inspectorate. The two remaining respondents reported corruption in the workplace to their senior supervisor.

Local level employees who witnessed corruption but did not report it, were asked about the reason behind it. Almost all respondents did not report it, because they were scared of losing their job.

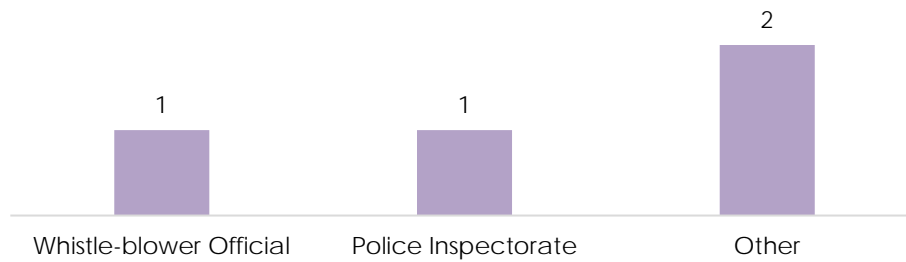


Figure 31. Where did you report it? [n=16]

Study results show 3% of interviewed local level employees were asked to participate in corrupt practices. Out of all respondents who were asked to participate in such practices (n=9), six of them were men and three were women.

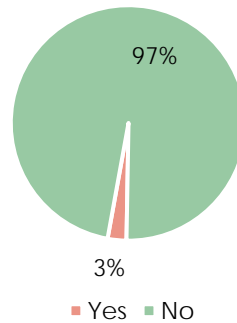


Figure 32. In your current workplace, have you ever been asked to participate in corrupt practices? [n=349]

Respondents who reported to having been asked to participate in corrupt practices, were requested to describe those practices. Nepotism, favoritism and patronage was the most selected option, along with bribery (n=6). The third most chosen practice by local level employees was embezzlement, theft and fraud (n=5).

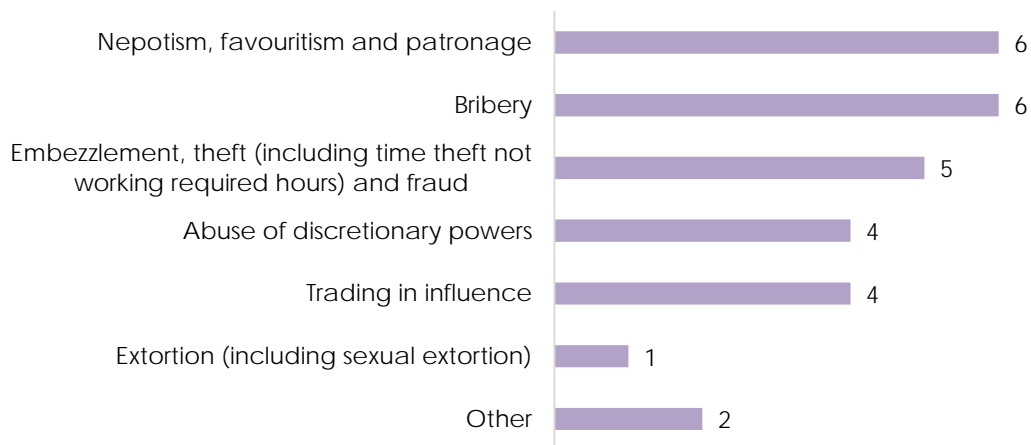


Figure 33. Can you please select the answer/s that best describe/s the type of corruption you were asked to participate in? [n=9]

When analyzing the results in terms of gender, six men and three women were asked to describe the types of corruption they were asked to participate in. ² When counting the options selected, 17 options were selected by men and 11 options by women,

We notice that four men were asked to participate in bribery and nepotism, compared to two women who were asked to do so. Moreover, three women and two men were asked to participate in embezzlement, theft and fraud.

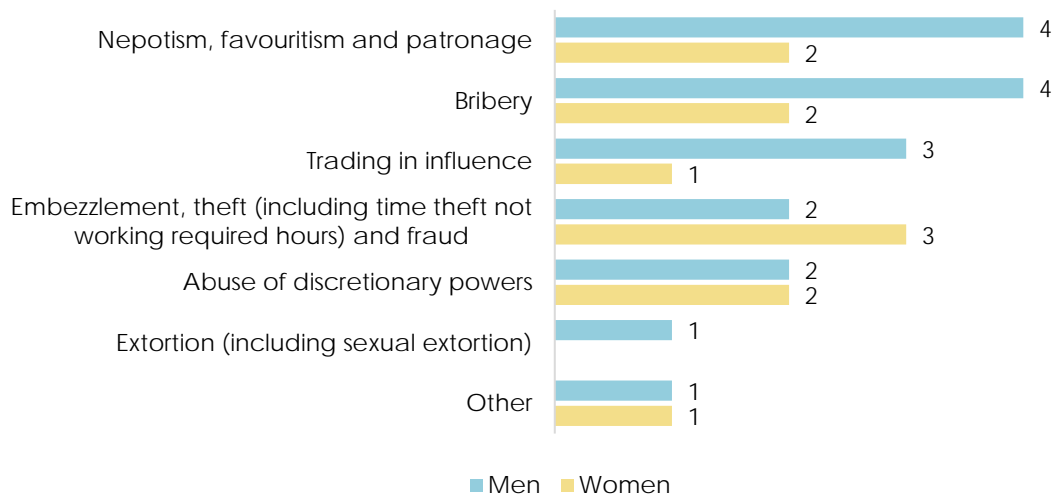


Figure 34. Can you please select the answer/s that best describe/s the type of corruption you were asked to participate in? Gender breakdown [n=9]

Only two out of nine respondents who were asked to participate in such practices, decided to report the corruption. Both of respondents who reported the corruption were male. As for the respondents who decided not to report the corruption, four of them were men and three of them were women.

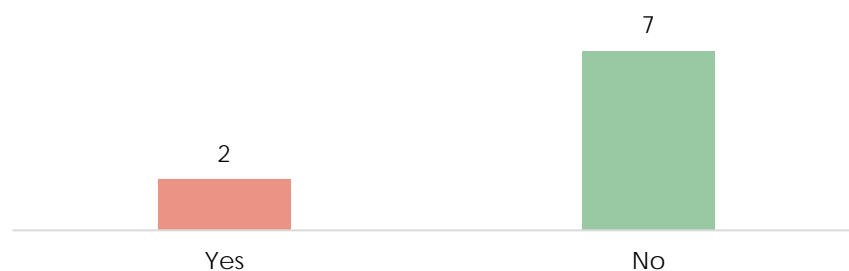


Figure 35. Did you report the corruption? [n=9]

Further, employees at the local level were asked about the ways the civil service encourages workers to speak out against corruption or a lack of transparency in management. The most common answer was that the civil service has an established

² Clarification: This was a multiple response question; hence the respondents could choose more than one answer. There were only nine respondents who answered this question (six men and three women), but they chose more than option as types of corruption in which they were asked to participate.

and functional workplace grievance mechanism (76%). According to most respondents, information is available on laws and policies relating to corruption, accountability, and good governance equally for men and women employees (74%). Additionally, workers of the local level claim that gender equality considerations are included in all workplace policies (72%) and that the civil service has established relationships with NGOs and governmental organizations working to fight against corruption (64%).

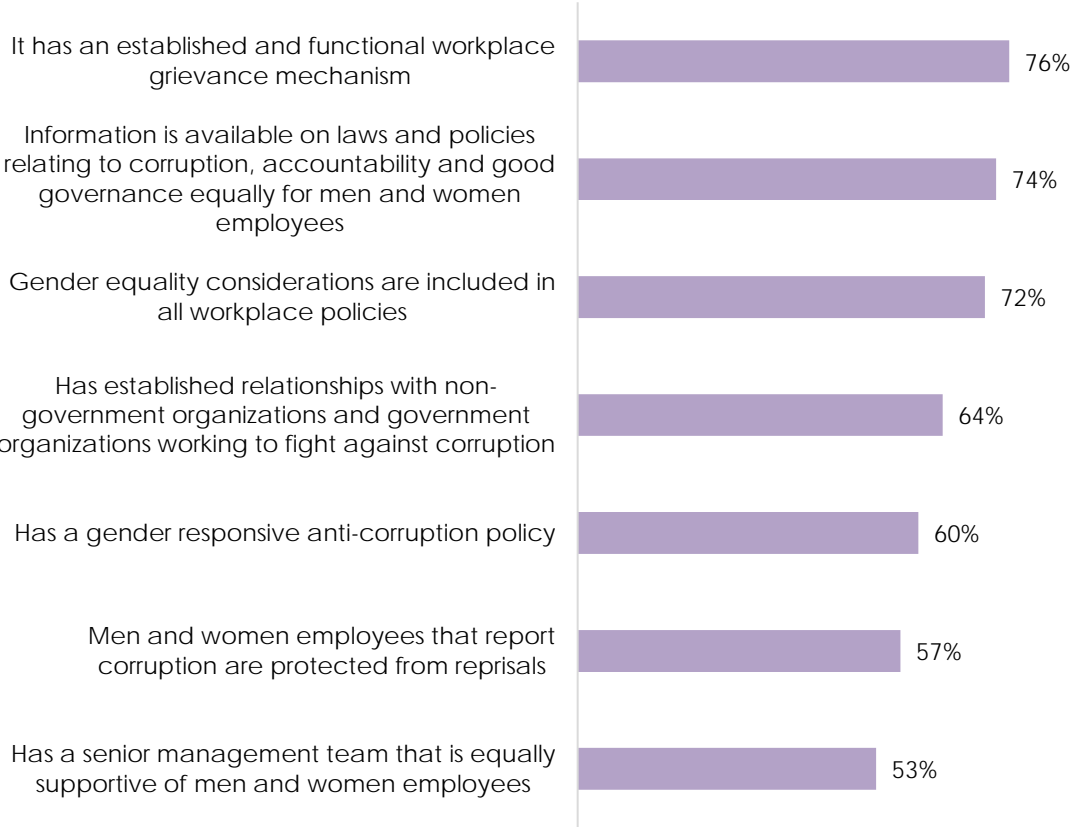


Figure 36. How does the civil service encourage workers to speak out against corruption or a lack of transparency in management? [n=349]

Respondents had to select workplace policies related to their employment which have been made available to them. Code of conduct was selected in 81% of cases, followed by disciplinary measures (80%), recruitment policies and requirements (75%) and working hour policies (73%). Retrenchment and promotion policies were the least selected options by local level workers (52% for both).

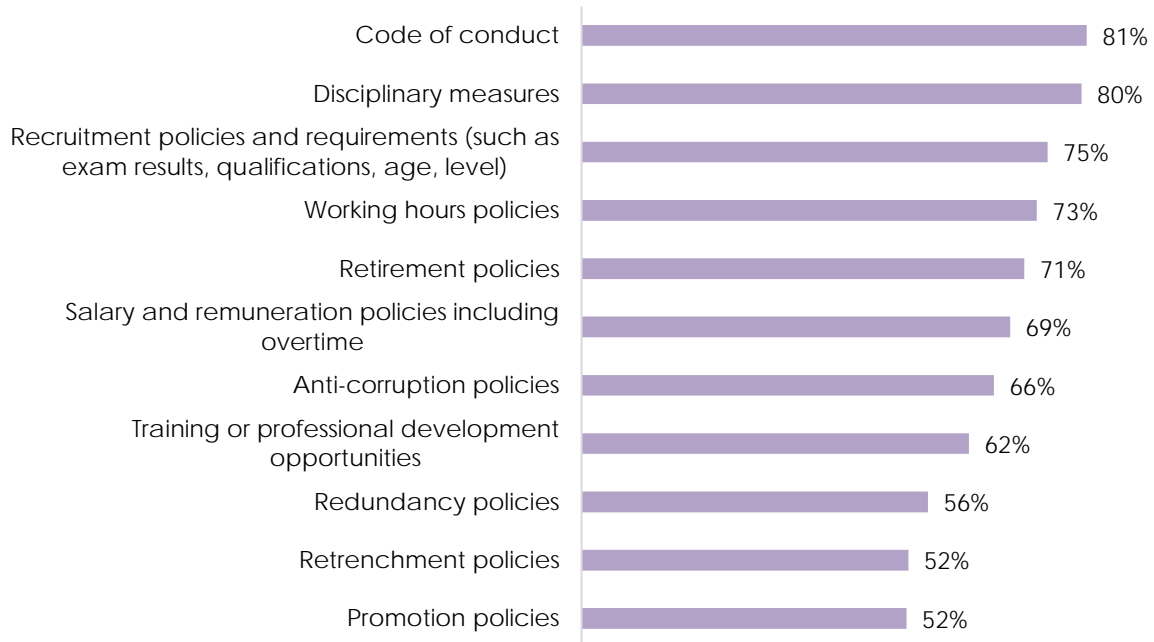


Figure 37. Have workplace policies relating to your employment been made available to you? [n=349]

Local level employees were then asked to describe the information provided in the policies and regulations which were mentioned in the question above. Respondents claimed that they could easily understand the information (88%) and that the information provided was relevant to their situation (83%). Additionally, according to them, the information was provided in a timely manner (81%) and it was accurate (80%).

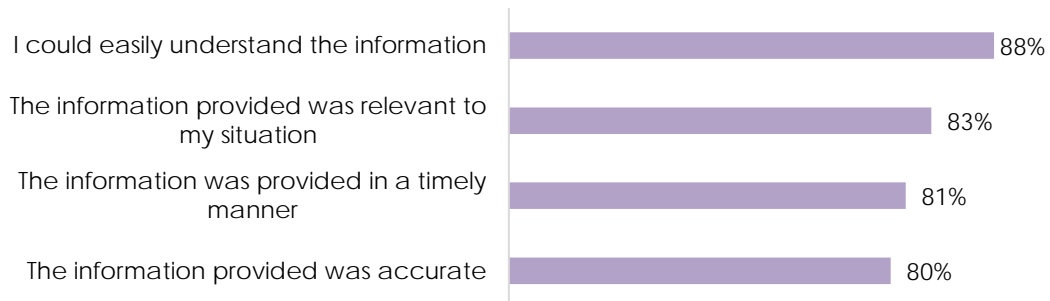


Figure 38. How would you describe the information provided in the policies and regulations? [n=349]

Many of the respondents think that all civil workers enjoy the same benefits within the civil service regardless of their relationship/level of friendship with their supervisors. For example, respondents said that all service workers enjoy the same retirement regulations (87%) regardless of their relationship with the supervisor. Additionally, according to them, the salary and remuneration, including overtime, does not depend on the level of friendship with the supervisor (84%). However, less people think that employees at the

local level have the same professional development opportunities (75%) and promotion procedures (74%) regardless of their relationship with the supervisor.

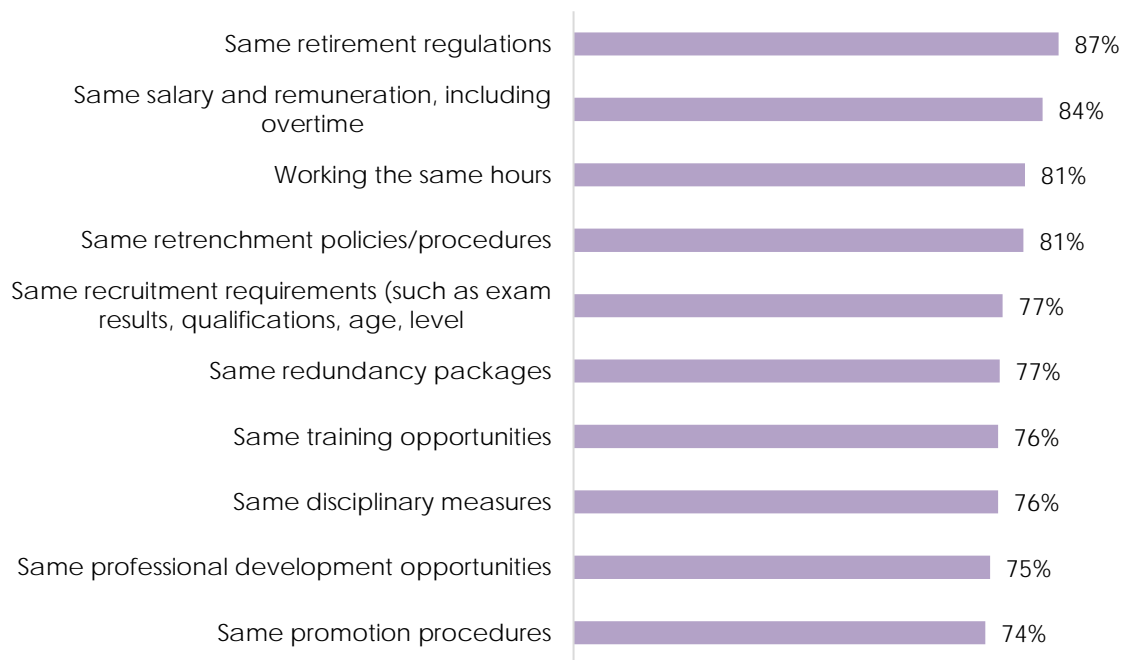


Figure 39. In your opinion, do all civil service workers enjoy the same benefits within the civil service regardless of their relationship/level of friendship with their supervisors? [n=349]

The figure below shows that the majority of respondents (80%) stated that discretionary powers through which management can grant additional pay or benefits to certain employees do not exist within the public administration. On the other hand, 20% of employees (n=70) believe that such powers exist within public administration.

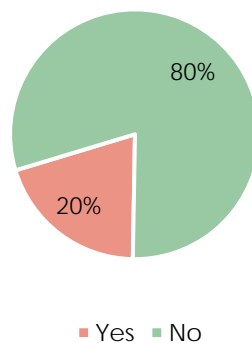


Figure 40. Do discretionary powers exist within the public administration whereby management can grant additional pay or benefits to certain employees? [n=349]

When broken down by gender, we notice that only 17% of women think that there are discretionary powers within the public administration, compared to 23% of men who think the same.

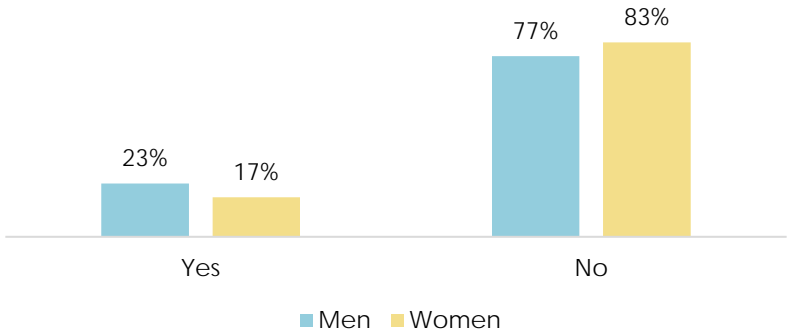


Figure 41. Do discretionary powers exist within the public administration whereby management can grant additional pay or benefits to certain employees? Gender breakdown [n=349]

Respondents who said that discretionary powers exist, and that management can grant additional pay or benefits to certain employees, were then asked if the criteria for granting additional pay and benefits is made available to all staff. More than half of employees (57%) said yes, compared to 43% who think that these criteria is not made available to all staff.

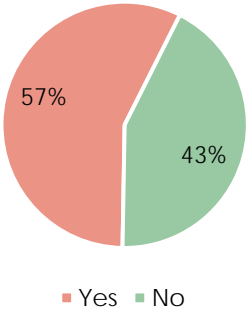


Figure 42. Is the criteria for granting additional pay and benefits made available to all staff? [n=70]

When disaggregating with gender, it can be observed that quite more women (70%) than men (49%) believed that the criteria for granting additional pay and benefits is made available to all the staff.

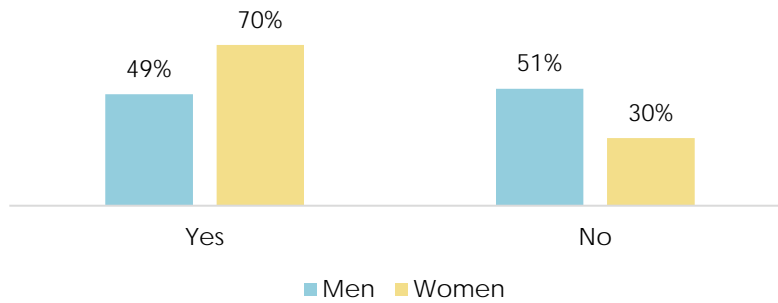


Figure 43 Is the criteria for granting additional pay and benefits made available to all staff? [n=70] Gender breakdown

Lastly, respondents who stated that there are powers within the public administration through which management can grant additional pay or benefits to certain employees, were asked if they are equally accessible for women and men. The majority of respondents (89%) think that such benefits are accessible for both women and men.

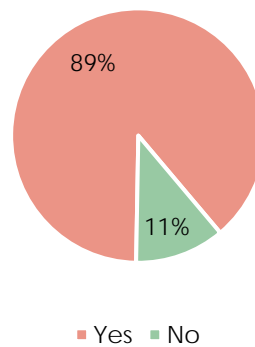


Figure 44. Do you think they are equally accessible for women and men? [n=70]

When analyzing the results of the last question in terms of gender, we notice that the share of women who think that these benefits are equally accessible for women and men, is lower (85%) than that of men who hold the same opinion (91%).

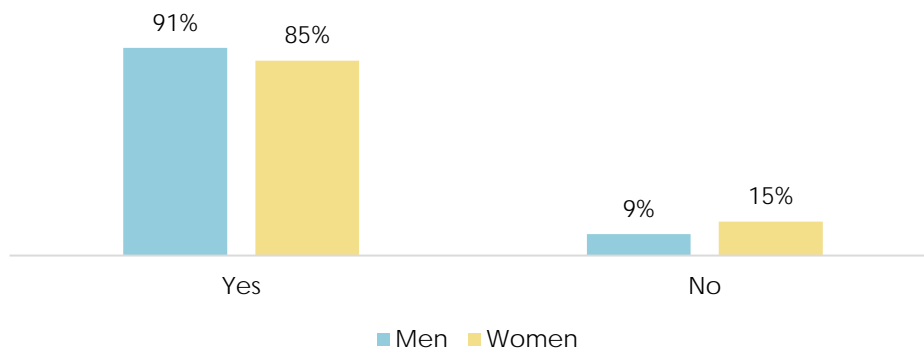


Figure 45. Do you think they are equally accessible for women and men? Gender breakdown [n=70]

Private Sector

This section presents results gathered from 655 employees working in the private sector. Most interviewees were men (81%), compared to 19% who were women. Around 70% of respondents were regular employees, however 16% of them were managers in their company and the other 14 % were supervisors. More than half of respondents (53%) either finished some years of college (17%) or had a college degree (36%). The other 40% of respondents had high school as their highest level of education.

Regarding the industry that the respondents worked in, one-third of them worked in trade (33%), 16% of them in production, 13% in banking, 10% in other industries, 9% in hotels and restaurants, 7% in construction, 5% in business services, 4% in personal services and 2% in the transport industry. Other industries that respondents worked for were car service industry, universities, bakeries, pharmacies, telecommunication, and other services.

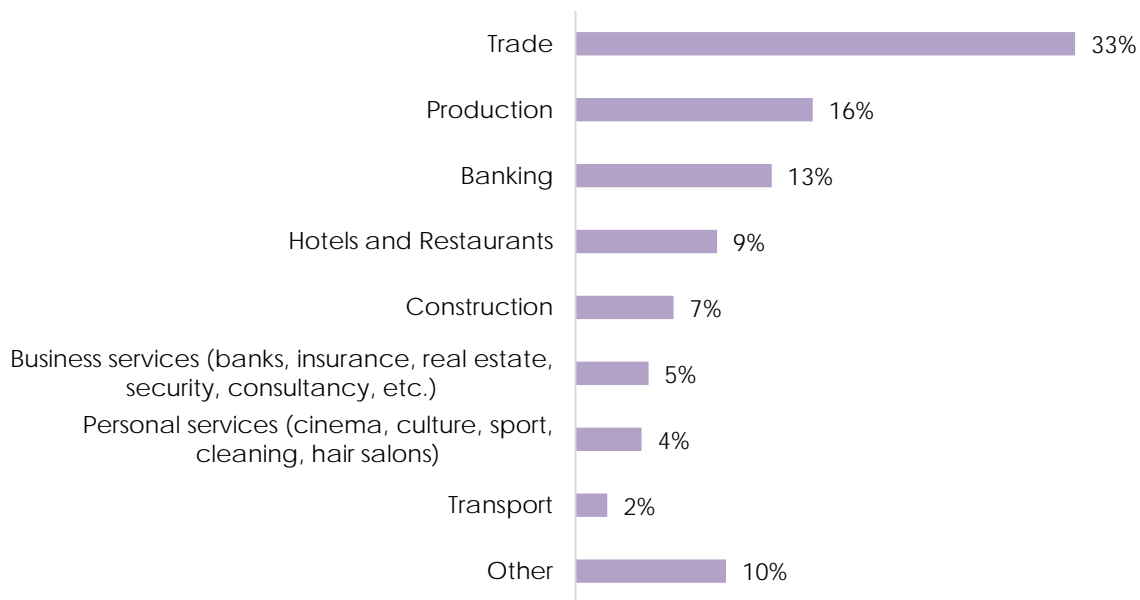


Figure 46. Which industry/sector is the business mainly operating in? [n=655]

According to the respondents, the number of women in the managerial positions is quite low. Most of the respondents, most specifically 65% of them stated that in their companies, there are no women holding managerial positions. Another 32% stated that there are from 2 to 10 women in managerial positions, whereas 2% of respondents, mainly working in large firms, claimed that there are from 10 to 20 women in managerial positions or more than 20 women in managerial positions.

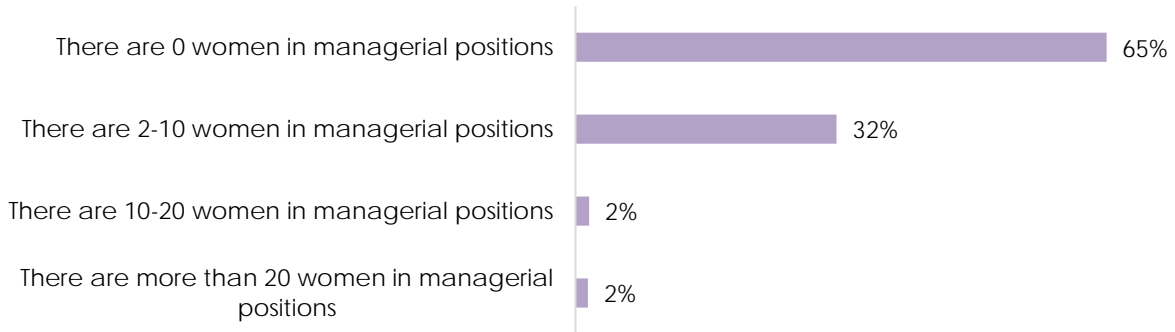


Figure 47. Which of the following describes women representation in managerial positions in your company? [n=655]

The following paragraphs present information about corruption in the private sector, its forms, what is done by companies to fight it, other workplace policies which are available to its employees and the impact of COVID-19 in the private sector.

Firstly, respondents working in the private sector were asked about their perception of corruption in the private sector in general. Almost half of respondents (48%) from the business sector believe that there is some corruption in the private sector. Around 23% of respondents think that there is a little corruption and 16% of them claimed that there is none. Lastly, 7% of interviewees think that there is a lot of corruption in the private sector.

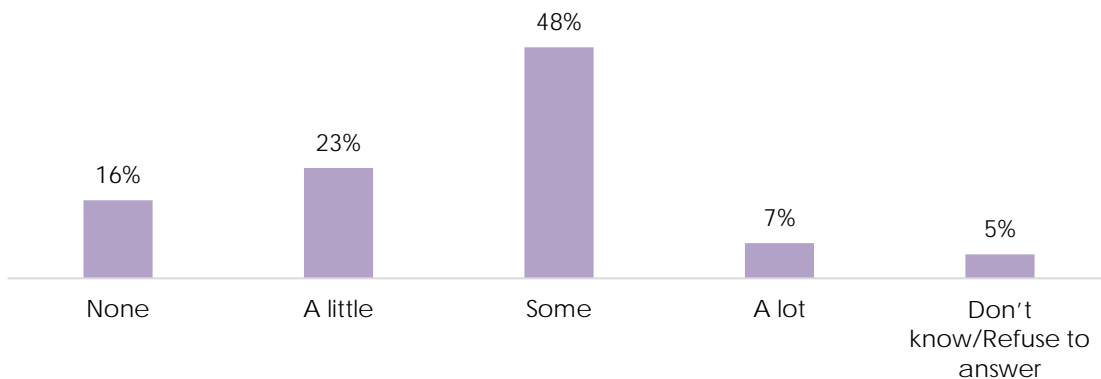


Figure 48. In your opinion, how much corruption do you think there is in the private sector? [n=655]

Almost half of men respondents (49%) think that there is some corruption in the private sector, compared to 45% of women who think the same. It is worth mentioning that more women (19%) than men (16%) think that there is no corruption in the private sector.

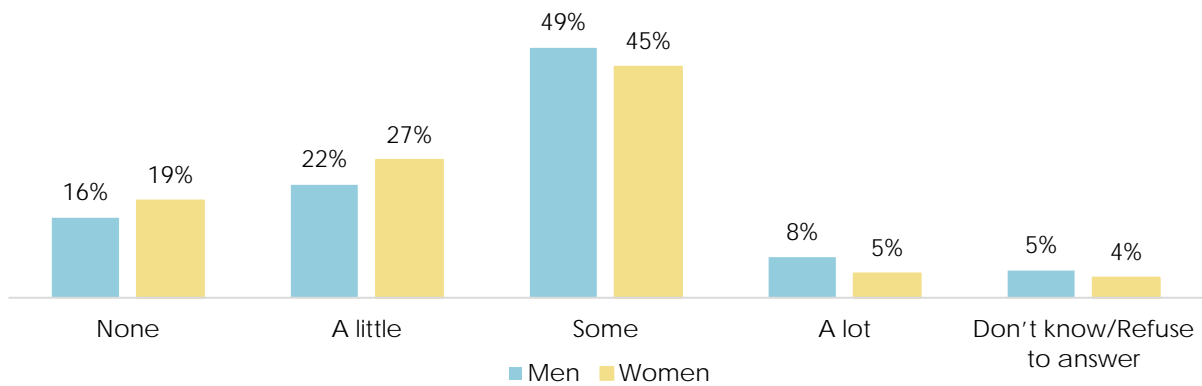


Figure 49. In your opinion, how much corruption do you think there is in the private sector? Gender breakdown [n=655]

Fraud (68%), clientelism/nepotism (67%), and exceeding authorization limits (64%) are three forms of corruption that are most common across the entire private sector in Kosovo. Other forms of corruption which are visible in the private sector according to more than half of respondents were also bribery during tendering and contracting (57%), misusing official information (54%) and gender differences in promotions and pay (51%).

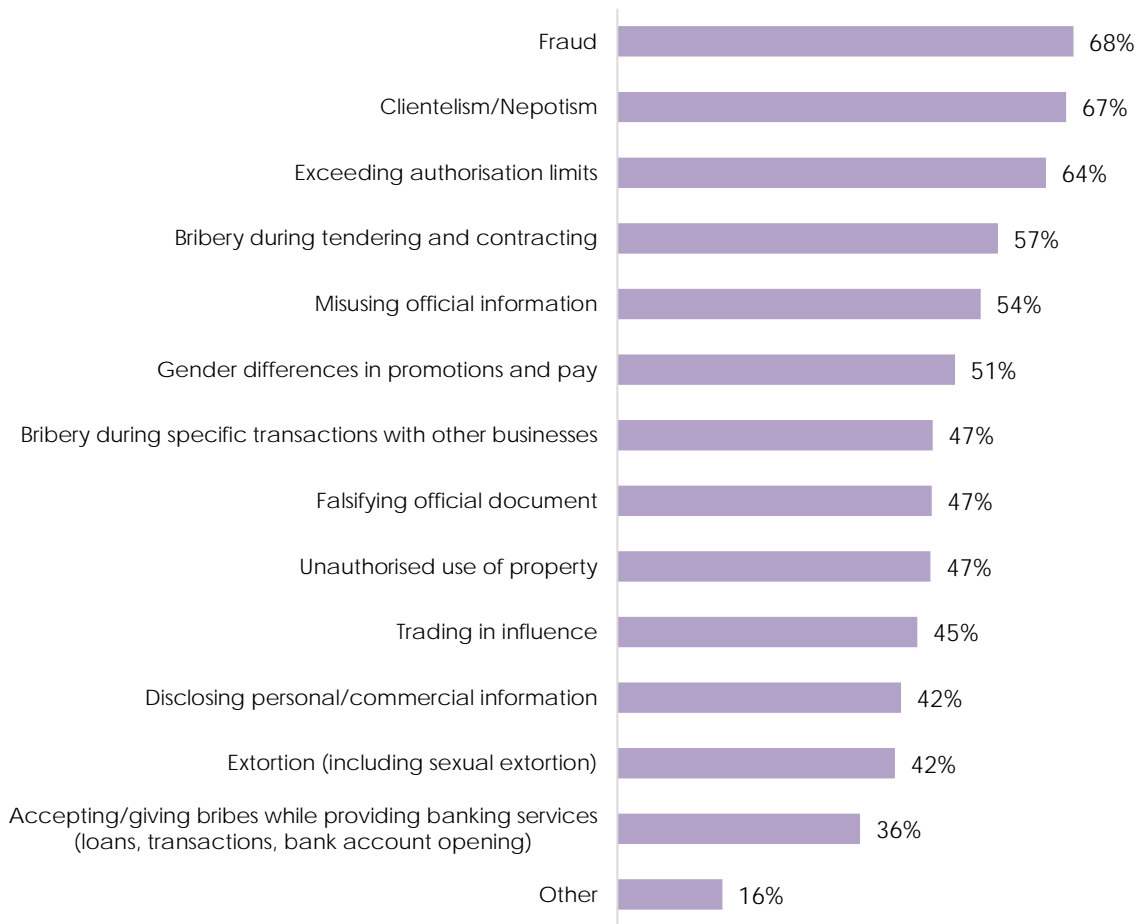


Figure 50. What forms of corruption do you believe exist across the entire private sector in Kosovo? [n=655]

The inefficiency of implementing the Labor Law is considered to be the most important factor causing corruption in the private sector according to 41% of respondents working in the private sector. Other factors stated by 14% of respondents are the lack and poor performance of internal control mechanisms. An additional factor according to 13% of respondents are low salaries of employees in the private sector.

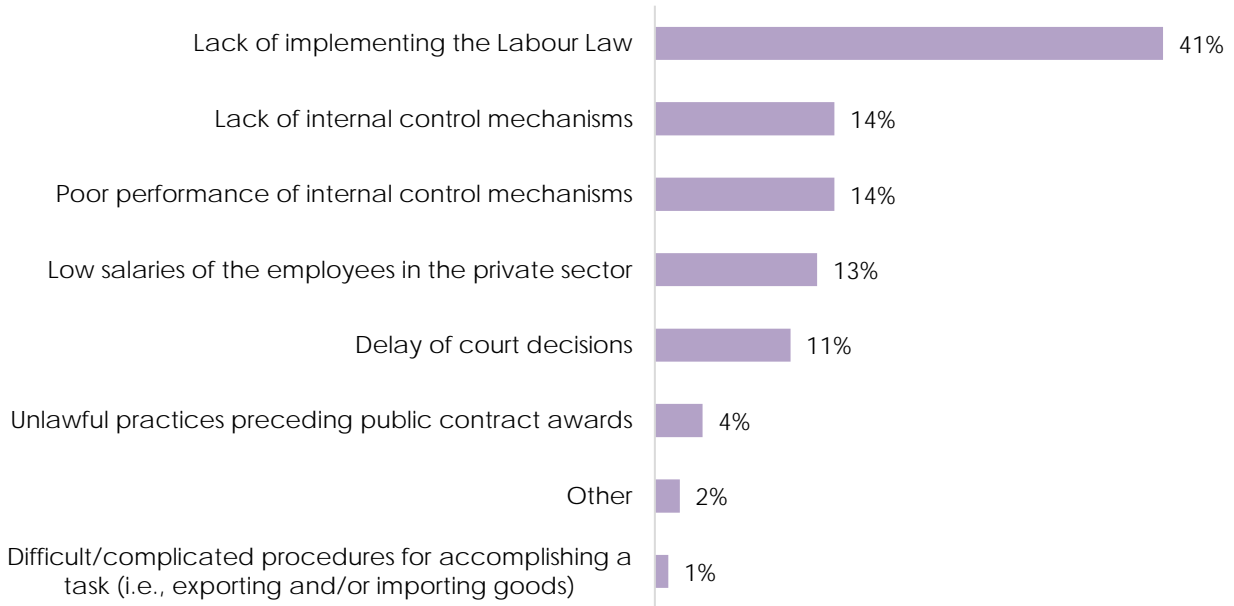


Figure 51. What is the most important factor causing corruption in the private sector of Kosovo? [n=655]

Only 2% (n=14) of respondents working in the private sector claimed that they have witnessed corruption in their current workplace. The vast majority of them (98%) did not witness corruption.

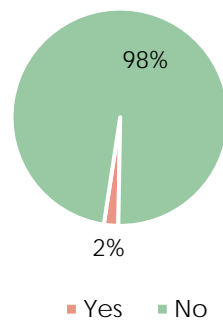


Figure 52. Have you ever witnessed corruption in your current workplace? [n=655]

Results of this question were analyzed in terms of gender. More men (2%) than women (1%) reported to having witnessed corruption in their current workplace. From 12 men workers that have witnessed corruption in their workplace, only one of them has reported it. Whereas, from two women employees that witnessed the corruption, one of them chose to report the corruption she noticed.

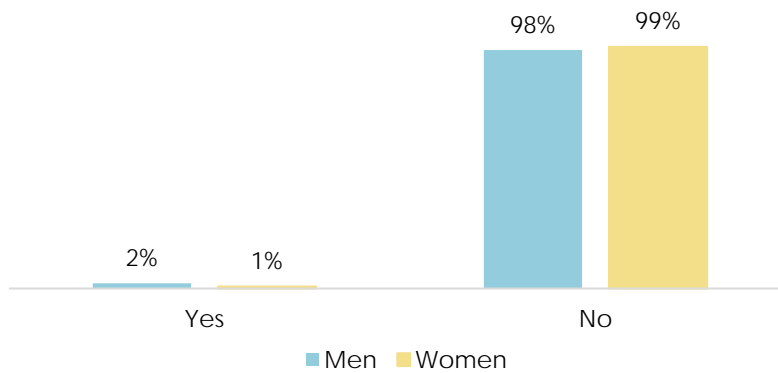


Figure 53. Have you ever witnessed corruption in your current workplace? Gender breakdown [n=655]

Workers who claimed that they witnessed corruption in their workplace were also segregated by sector. According to study results, the trade sector has the highest number of workers that witnessed corruption in their workplace with five workers witnessing corruption, followed by hotels and restaurants industry with three workers. Two workers who witnessed corruption in their workplace worked in the production sector and another two in the construction sector. Banking sector and personal services sector had by only one worker that witnessed corruption in their workplace.

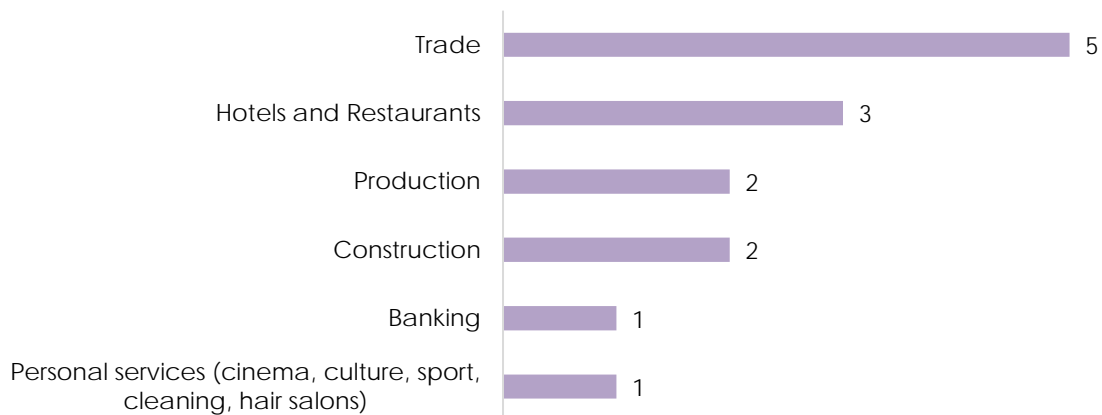


Figure 54. Respondents who have witnessed corruption in their current workplace. Sector breakdown [n=14]

Further, 14 employees in the private sector that witnessed corruption in their workplace were asked to describe the type of corruption that happened. Most of them (86%) claimed that corruption they witnessed was a fraud type. Half of the workers (50%) explained that the type of corruption they encountered was about either exceeding authority limits or falsifying official documents. Gender differences in promotions and pay, and bribery during tendering and contracting were also type of corruptions that occurred in the workplace according to 43% and 36% of respondents, respectively.



Figure 55. Describe the type of corruption you witnessed [n=14]

From the 14 workers who witnessed corruption in their workplace, only two of them reported it. The other 12 workers chose to do nothing about that issue. One of the workers reported the corruption to the management, whereas the other reported it to “Jeta në Kosovë”³. Respondents who did not report the corruption they witnessed were asked about the reason why they chose to behave that way. Most of them claimed that they were scared to do so and that they believed that nothing will be done and only they would be harmed from that situation.



Figure 56. Did you report the corruption? [n=14]

Results show that 2% of employees (n=2) working in the private sector have been asked to participate in corrupt practices. The other 98% did not have to deal with such requests.

³ Television programme which addresses political, economic and social issues, with a special focus on rule of law institutions, corruption, conflict of interest and accountability of public institutions.

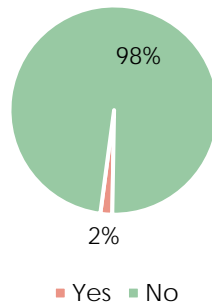


Figure 57. In your current workplace, have you ever been asked to participate in corrupt practices? [n=655]

Albeit the vast majority of respondents were never asked to participate in corrupt practices, more men (2.1%) than women (0.8%) have been asked to be part of such practices.

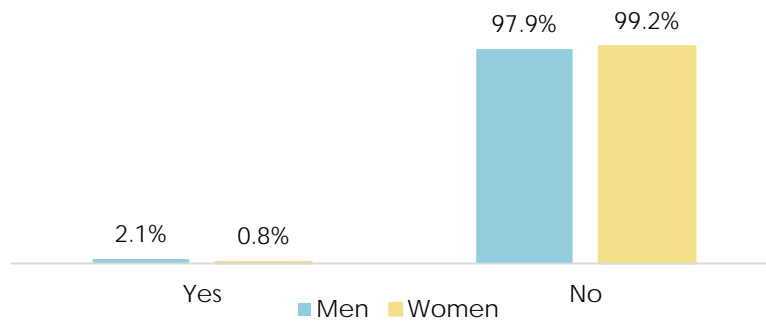


Figure 58. In your current workplace, have you ever been asked to participate in corrupt practices? Gender breakdown [n=655]

From the 12 workers who were asked to participate in corrupt practices, five of them worked in the trade sector, three in the production sector, another three in the hotel and restaurant sector and one in the banking sector.

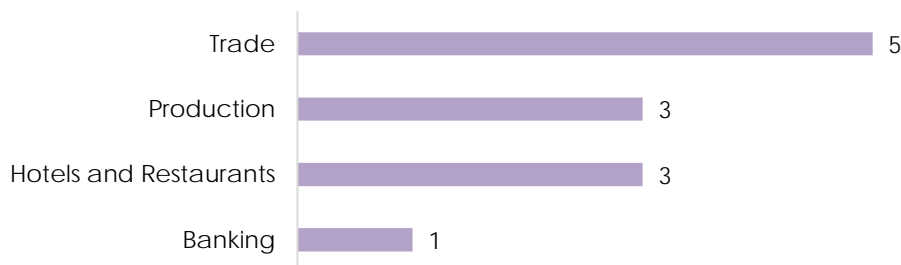


Figure 59. In your current workplace, have you ever been asked to participate in corrupt practices? Sector breakdown [n=12]

Respondents who were asked to participate in corruptive practices explained also the type of corruption that was occurring. Fraud (n=7), trading in influence (n=7), extortion

(n=6) and, exceeding authorization limits (n=6) were the most mentioned types of corruption in which private sector employees were asked to participate.

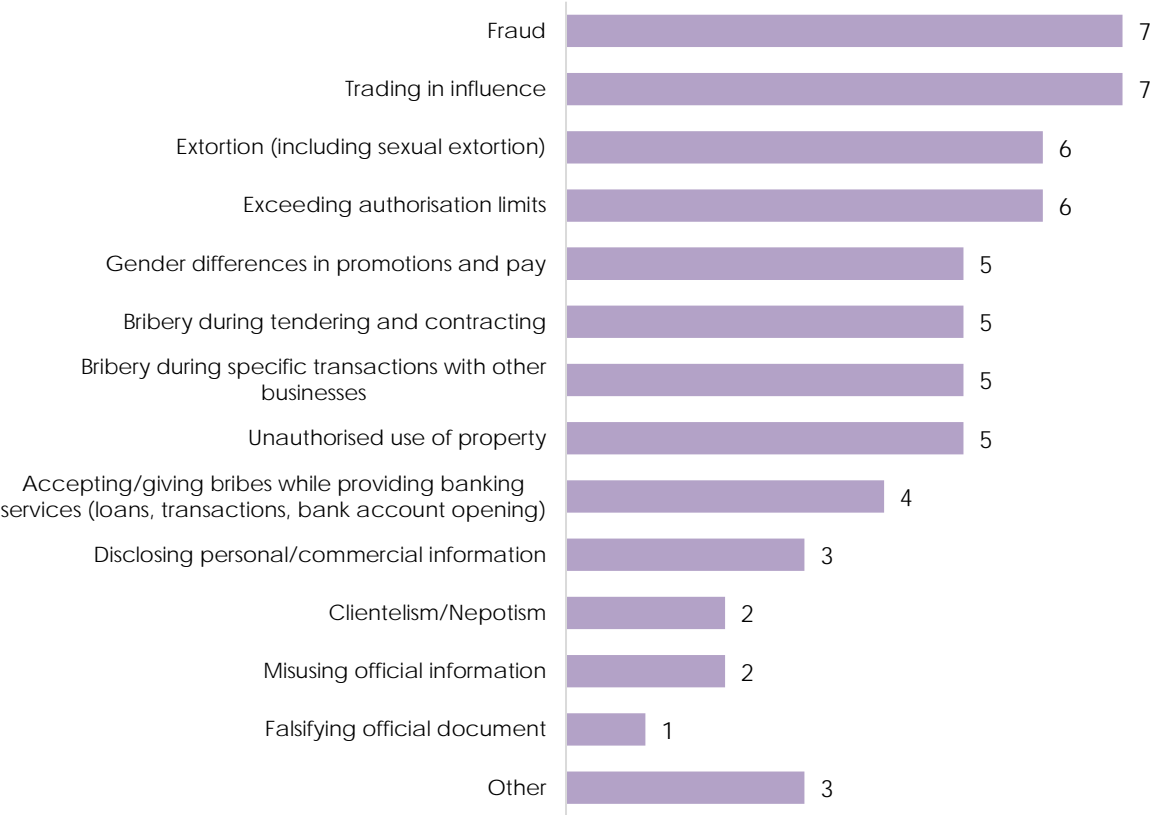


Figure 60. Describe the type of corruption you were asked to participate in [n=12]

Only one worker had reported the incident related to corruption in which he was asked to participate. He reported it to the management. The other 11 workers who did not report it, mostly claimed that they were scared from their manager.

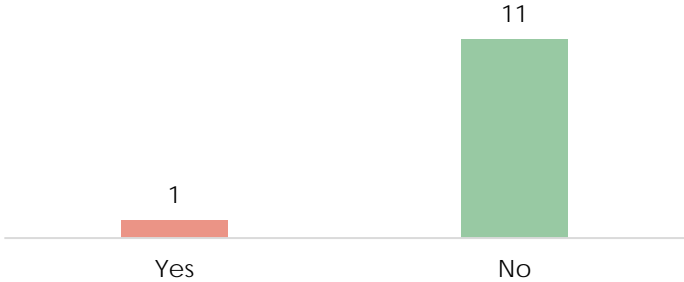


Figure 61. Did you report the corruption you were asked to participate? [n=12]

Further, respondents were asked whether their companies took any step to combat corruption. Half of respondents (50%) claimed that their company did not take any steps that could combat fraud or corruption. Whereas, 37% of respondents stated that their

company took action in this regard. Around 12% of them do not know whether their company did anything to fight corruption.

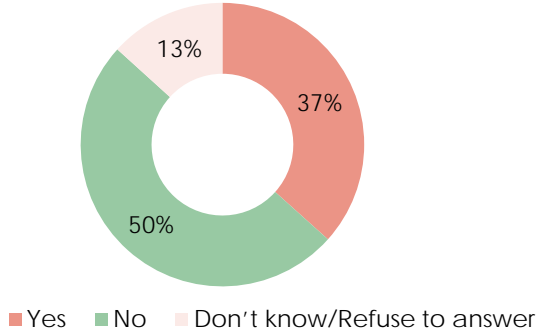


Figure 62. Has your company taken any steps to combat fraud or corruption? [n=655]

When analyzing the results separately by sector, it can be observed that banking is the sector that has taken most precautions when it comes to fighting corruption, claimed by 77% of respondents which work in this sector. Another sector that has taken steps combating corruption according to 59% of employees working in that sector are business services such as insurance, real estate, security, and consultancy.

According to employees working in sectors such as construction (26%), production (23%) and transport (14%), these sectors seemed to be less interested in preventing corruption, hence did not take any step that might combat corruption.

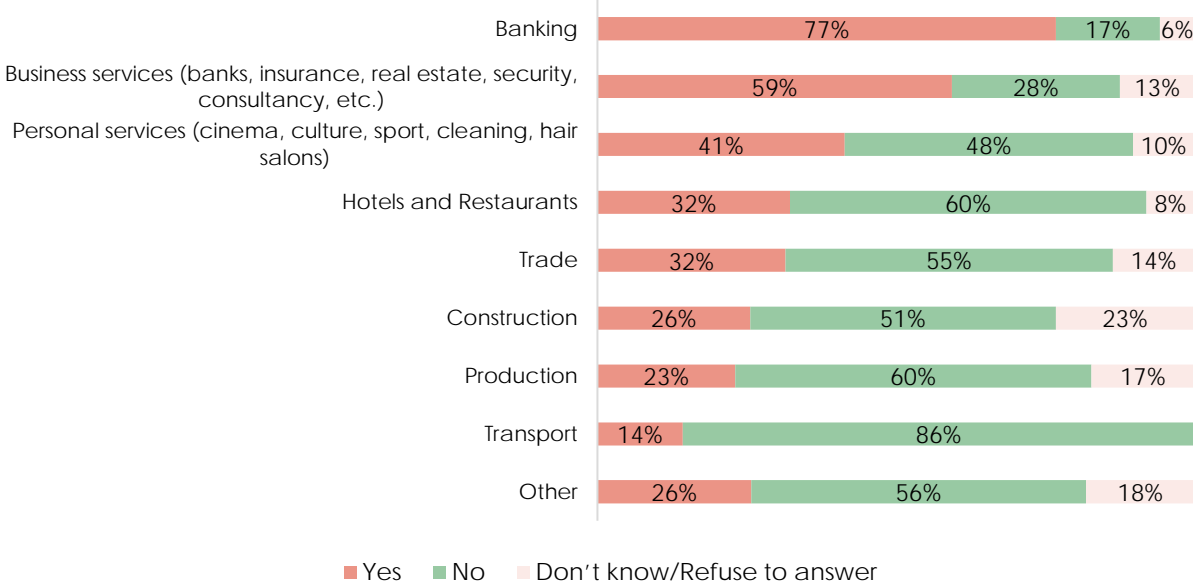


Figure 63. Has your company taken any steps to combat fraud or corruption? Sector breakdown [n=655]

Regarding legal consequences related to corruption, 68% of respondents were aware that the company they work for, has legal consequences if its responsible person has a

corrupt behavior. One in four respondents were not aware that their company had criminal liability when a worker is involved in a corrupt circumstance and the other 7% refused to answer.

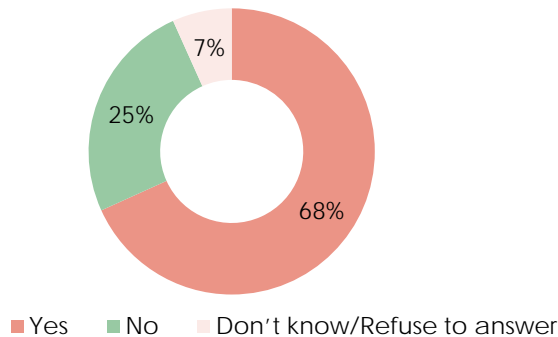


Figure 64. Are you aware that the company you work for has legal consequences (has criminal liability) if its responsible person is involved in a corrupt behavior? [n=655]

Around 38% of respondents stated that their company has a written policy, rule or mechanism related specifically with dealing with corruption within the company. However, more than half of respondents (52%) claimed that such rule or policy does not exist in their company. Lastly, 11% of them were not aware of any such policy in their company.

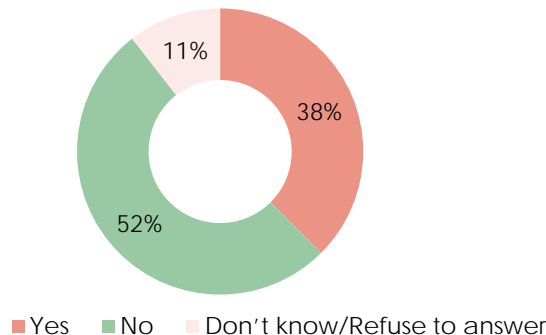


Figure 65. Does your company have any written policy/rule/mechanism about dealing with corruption within the company? [n=655]

More than half of women (51%) claimed to have such rule that deal with fighting corruption, opposed to 38% of men. On the other hand, 54% of men believed that their company does not have such written rule, compared to 43% of women.

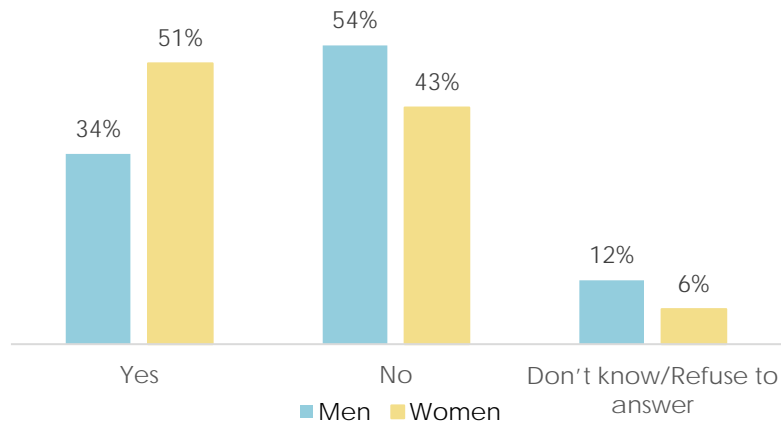


Figure 66 Does your company have any written policy/rule/mechanism about dealing with corruption within the company? Gender breakdown [n=655]

Banking is seen to be the industry which was most precautionary about corruption since the majority of employees (85%) working in this industry claimed that they have written policies, rules or mechanisms which deal with corruption within the company. Business services such as insurance, real estate, security, or consultancy (56%) were ranked as the second industry for being considerate with tackling corruption and having proper written policies concerning that cause.

On the contrary, personal services such as cinemas, culture, sport, cleaning and hair salons, and hotels and restaurants were industries that mostly lacked such written policies that dealt with corruption, explained by 69% and 71% of the respondents that their company does not have such policies, respectively.

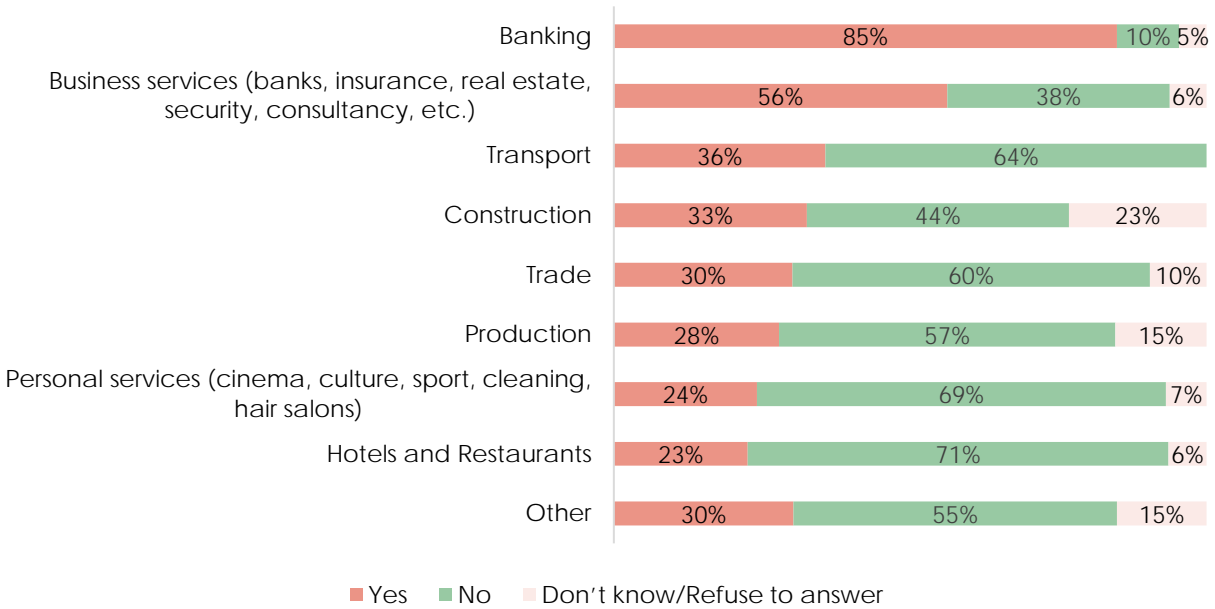


Figure 67. Does your company have any written policy/rule/mechanism about dealing with corruption within the company? Sector breakdown [n=655]

Respondents who claimed that their company has written policies, rules or mechanisms that deal with corruption within the company were further asked about those mechanisms. According to more than half of respondents (54%) regular internal audit is the main mechanism which companies operate with for tackling corruption. Other mechanisms used for preventing corruption were compliance (17%) and whistle-blowers (15%) mechanisms.

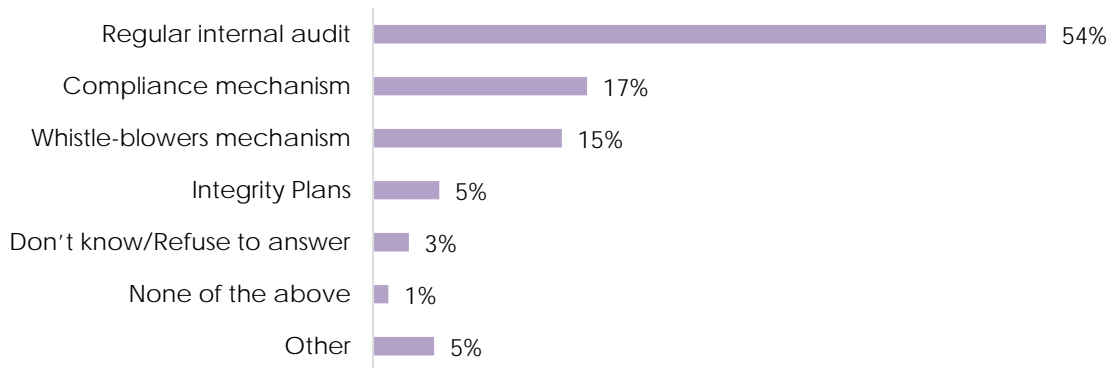


Figure 68. Which are the mechanisms that your company has installed in order to tackle corruption? [n=246]

Additionally, respondents were interviewed about certain workplace policies and whether those policies were available to them. Disciplinary measures and working hours' policies were two workplace policies which have been available to most of the respondents, claimed by 82% of respondents. Other policies which were available to

respondents were also salary and remuneration policies including overtime (77%), recruitment policies and requirements such as exam results and qualifications (76%) and promotion policies (70%).

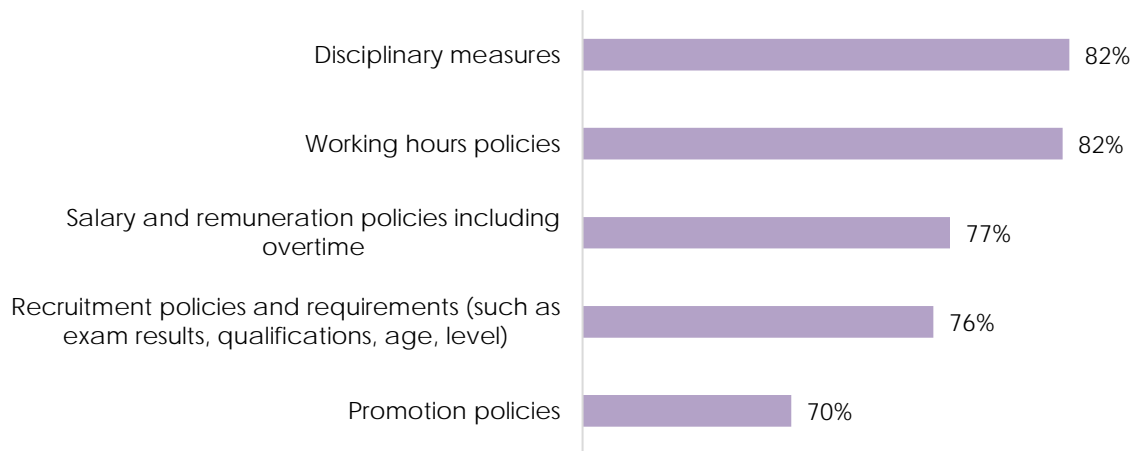


Figure 69. Have workplace policies relating to your employment been made available to you? [n=655]

When splitting the results separately by gender, it is noticeable that there are slight differences in policies relating to employment that have been made available to women and men. For example, 77% of interviewed men reported that salary and remuneration policies have been available to them, compared to 75% of women. Additionally, study results show that promotion policies have been made available to 70% of men, a slightly larger share than that of women who have such policies available to them (67%).

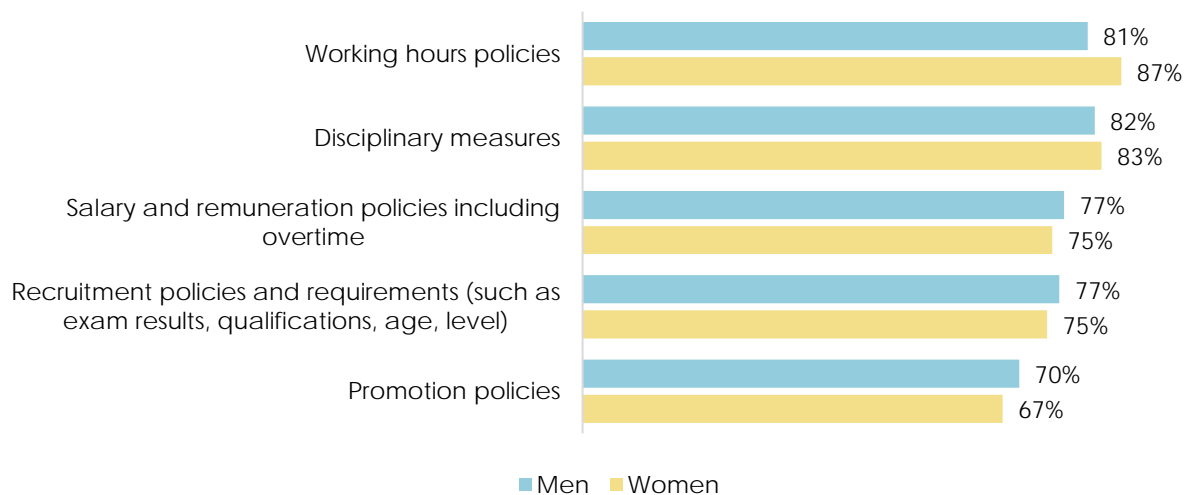


Figure 70. Have workplace policies relating to your employment been made available to you? Gender breakdown [n=655]

The majority of respondents claimed that they could easily understand the information (92%) provided in the policies and regulations mentioned in the question above, that

information was relevant to their situation (91%), it was accurate (90%) and it was provided in a timely manner (89%).

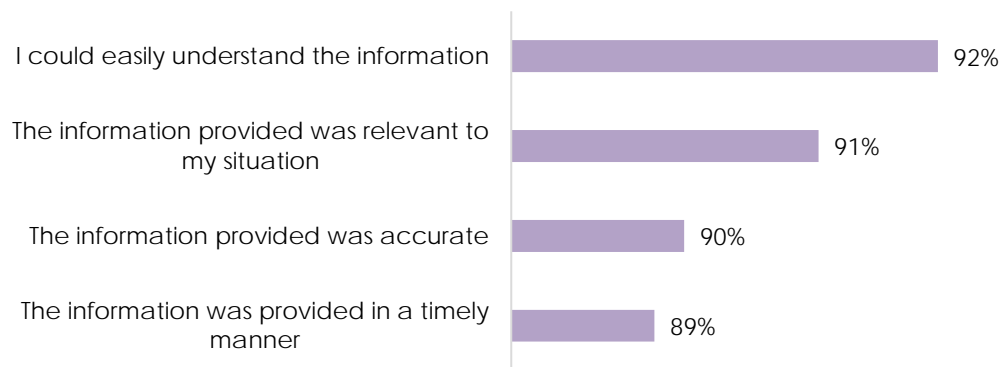


Figure 71. How would you describe the information provided in the policies and regulations mentioned in previous question? [n=655]

More than 70% of respondents believed that working the same hours (77%), having same disciplinary measures (73%), and having same salaries and remunerations (71%) were policies which all private sector employees enjoy the same, regardless of their relationship they have with their employer. Other policies such as having same recruitment requirements and same promotions procedures were also believed to be enjoyed equally by all employees of the private sector according to 66% and 64% of respondents, respectively.

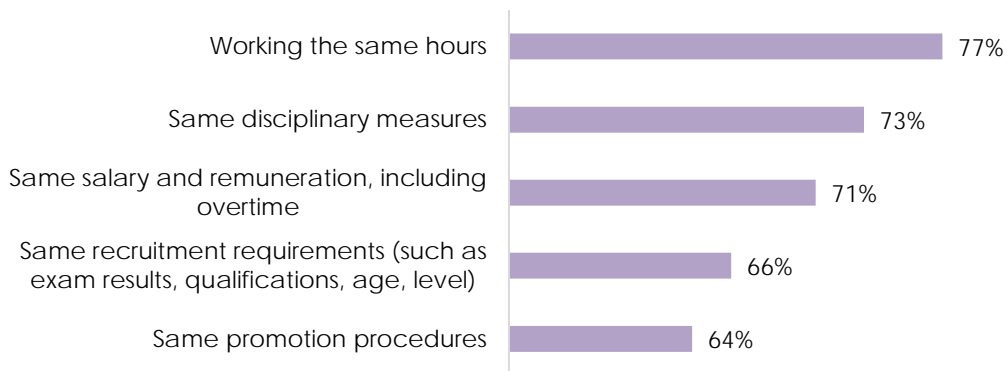


Figure 72. In your opinion, do all private sector employees enjoy the same benefits regardless of their relationship/level of friendship with their employer? [n=655]

Many of the respondents (76%) claimed that their income matches the amount disclosed by their employer to the tax administration. However, 19% of respondents explained that their income does not match the amount disclosed to the tax administration.

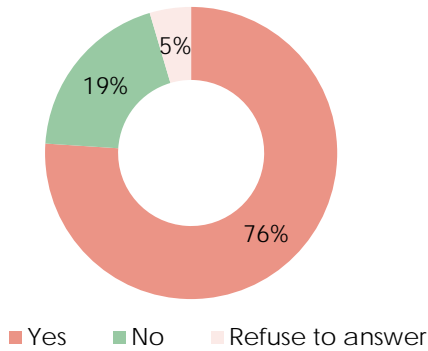


Figure 73. Does your income match the amount disclosed by your employer to the tax administration?
[n=655]

When comparing with gender, slightly more women (78%) than men (76%) claimed that their income matches the amount disclosed by their employer to the tax administration. However, the percentage of women (21%) who claimed that their income does not match the amount disclosed by their employer to the tax administration is also higher than the percentage of men claiming the same (19%). Hence, it is observed a higher tendency of men respondents to refuse to answer to this question.

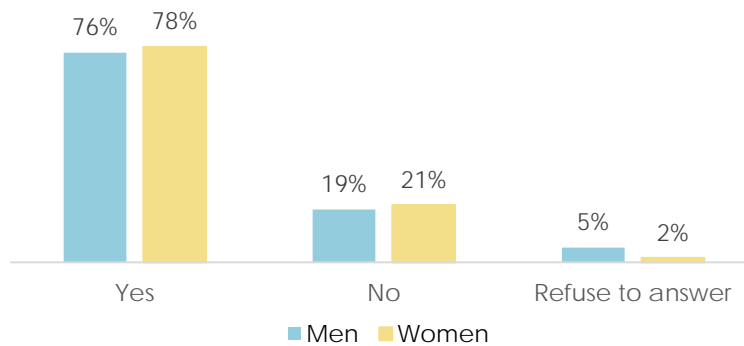


Figure 74 Does your income match the amount disclosed by your employer to the tax administration? ?
Gender breakdown [n=655]

The vast majority of employees (93%) working in the banking industry reported that their income matches the amount that is disclosed by their employer to the tax administration. Similar pattern followed also employees working in the business services (88%), other services (85%) and personal services (83%). On the contrary, a wider discrepancy between the income of employees and the amount disclosed to the tax administration was found in the production (60%) and transport (57%) industry, where a smaller share of respondents claimed to have a match between their income and the amount disclosed to the tax administration.

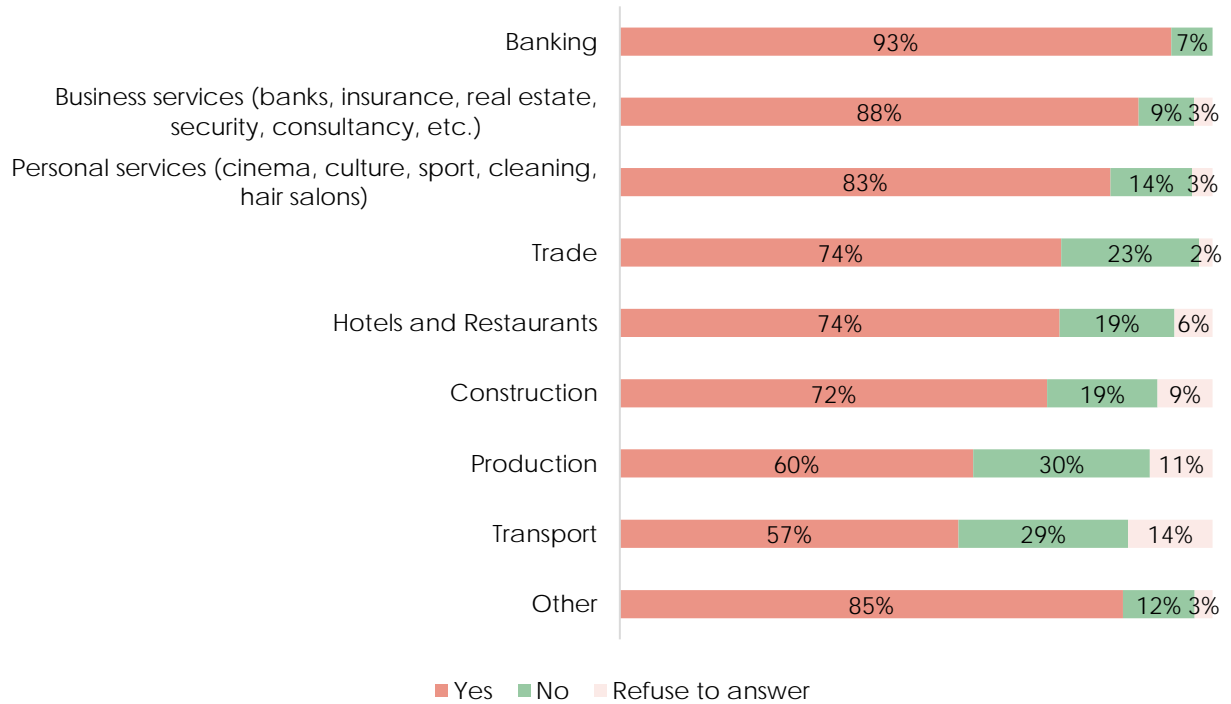


Figure 75. Does your income match the amount disclosed by your employer to the tax administration? Sector breakdown [n=655]

Impact of COVID-19 in the private sector

In this subsection, respondents were interviewed about unusual circumstances that might have occurred due to the spread of COVID-19. Most respondents explained that they continued working full time (28%) or mostly full time (35%) despite the situation. The remaining share of respondents claimed that they worked part time (17%) or mostly part time (19%). Around 1% of the respondents have already lost their job due to the pandemic.

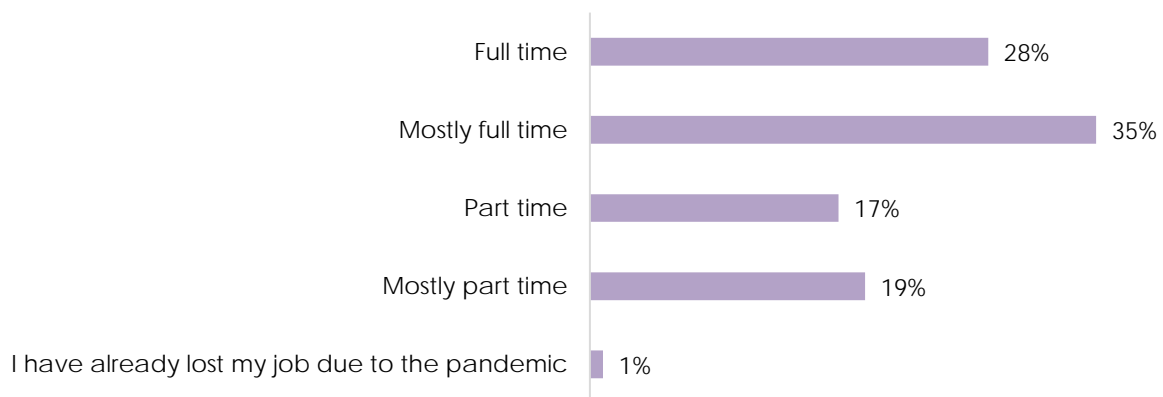


Figure 76. Since the spread of COVID-19, did you work: [n=655]

The chart below presents the effect of the COVID-19 pandemic on working hours of respondents segregated by gender. While 61% of men respondents claimed to have worked full time or mostly full time since the spread of COVID-19, the percentage for women employees who did the same is eight percentage points higher (69%). The share of men respondents who worked part time or mostly part time since the spread of COVID-19 (37%) is higher than that of women (31%). Only 1% of men who were interviewed lost their job due to the pandemic, compared to no women interviewees who claimed the same.

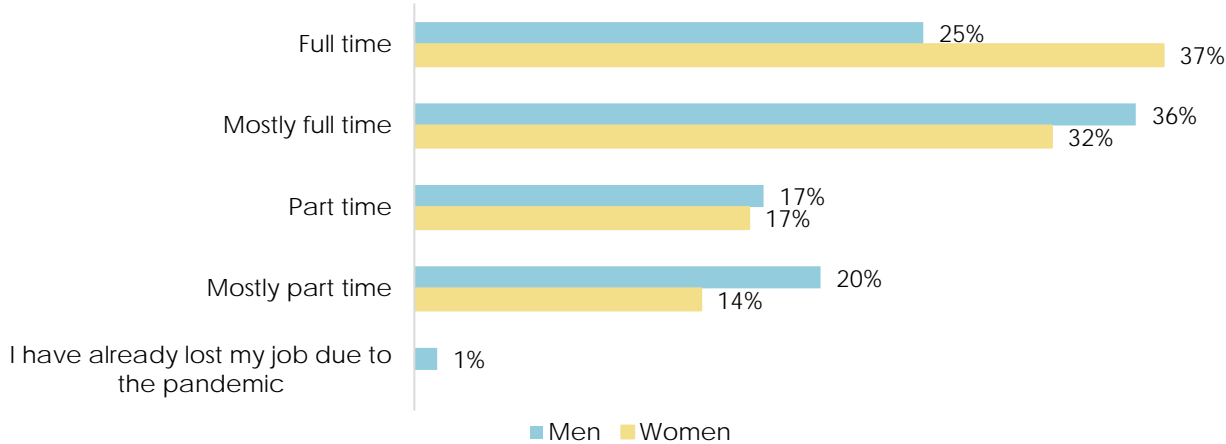


Figure 77. Since the spread of COVID-19, did you work: Gender breakdown [n=655]

Most of the respondents (65%), despite the extraordinary situation with the pandemic, have received full salary since the spread of COVID-19. However, one-third of respondents (34%) received partial salary due to this situation. Lastly, 1% of them declared that they did not get paid at all.

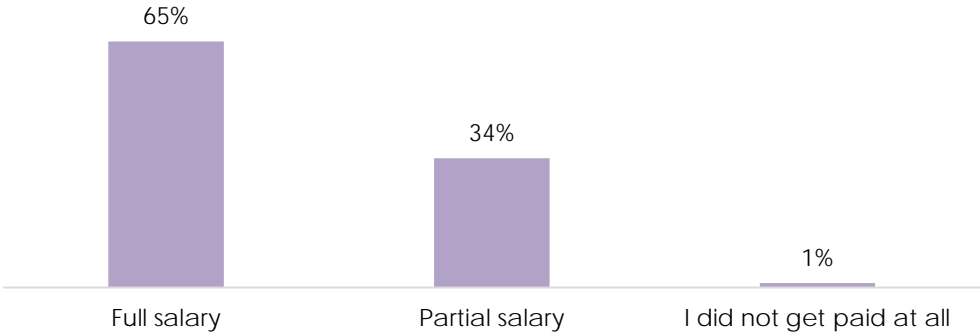


Figure 78. Since the spread of COVID-19, did you receive: [n=655]

According to study results, men have been more affected by the pandemic than women in terms of wage. Less men (63%) than women (69%) have received full salary since the spread of COVID-19. Additionally, 2% of interviewed men reported that they have not gotten paid at all since the spread of COVID-19.

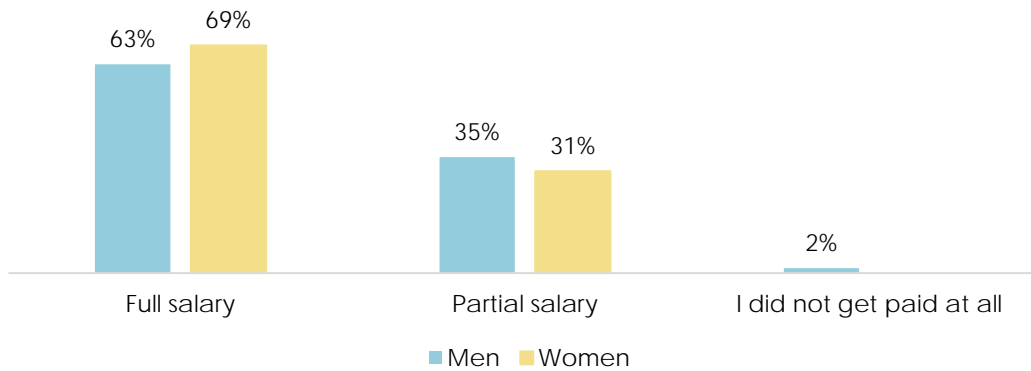


Figure 79. Since the spread of COVID-19, did you receive: Gender breakdown [n=655]

The job position of the majority of respondents (89%) did not change since the spread of COVID-19. Around 4% of respondents claimed that they got promoted whereas the other 7%, due to the circumstances, got demoted.

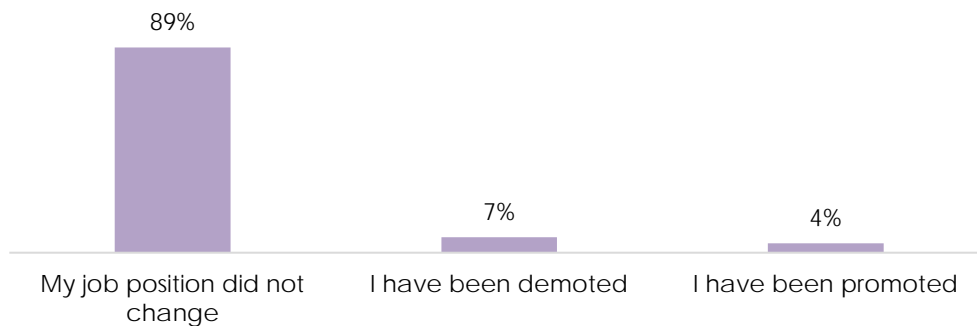


Figure 80. Since the spread of COVID-19, has your job position within the company changed: [n=655]

When looking at results separately by gender, it is noticeable that more men (5%) than women (2%) were promoted since the spread of COVID-19. Further, 7% of interviewed men have been demoted, compared to 4% of women. The majority of respondents from both genders (88% of men and 94% of women) stated that their position did not change during the period of the pandemic.

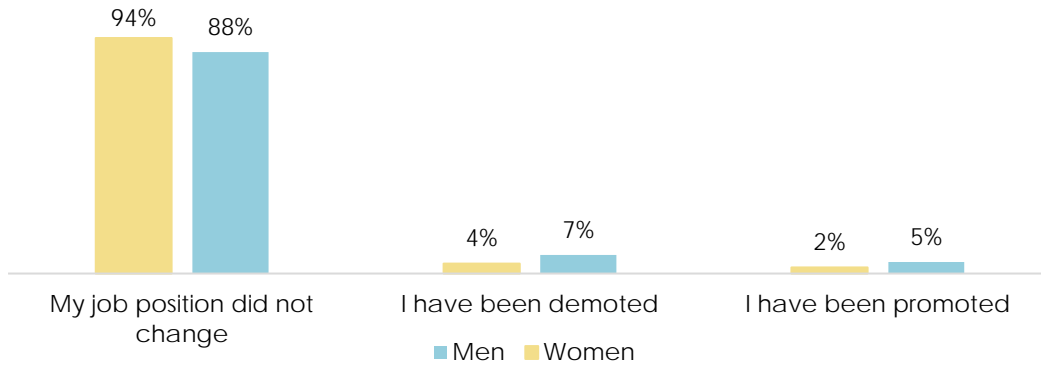


Figure 81. Since the spread of COVID-19, has your job position within the company changed: Gender breakdown [n=655]

Focus Group Results

The following results provide an in-depth recognition of corruption risks and vulnerabilities in the public and the private sector in Kosovo, and how it affects both genders. The qualitative data was gathered through two (2) focus group discussions, which were conducted with employees from the public sector (local and central level), while the second one consisted of employees from the private sector. The discussions were carried out by thoroughly treating three main topics: "Promotion policies in Civil Service and Private Sector", "Information on Accountability and Transparency" and "Corruption in Civil Service and Private Sector".

Central and Local level

Promotion policies in public sector

To commence the discussion, the respondents from local level institutions were presented with legal information that highlight the requirements of Law on Gender Equality and Law on Public Officials. The respondents were communicated that Law on Gender equality requires from public institutions to take necessary measures and ensure affirmative measures for the underrepresented gender. Also, the Law on Public Officials requires that various panels to have representation for both genders. Following the introduced declarations, the respondents were enquired to state any instance of their knowledge where these legal requirements were omitted/not observed. Generally, the respondents from both local and central level of governance expressed that gender representation is quite satisfactory, also in comparison to other countries.

Nevertheless, the participants from the local and central level of governance maintained the belief that promotion rates have not been equal for both men and women. The participants from the central level declared that male dominance is still rooted quite deep in our culture, which often averts women from reaching positions of decision-making. The participants from the local level of governance further added that women are indeed represented at the local level in management positions; nevertheless, this number is quite limited. Moreover, despite a limited number of women being in these positions of power, they are typically appointed to those positions for campaigning purposes and are typically not permitted full competences in decision-making. A separate point of view however was maintained by one participant from the central level, who attributed the exclusion of women from relevant tasks in decision-making to their hesitation and discourage in participating in important decision-making processes.

Further, the discussion with participants from the local and central level of governance allocated the focus on the procedures that are typically carried out within institutions for advancing to upper ranks of management. One participant from the local level of governance, respectively the municipality of Ferizaj/ Uroševac, declared that they had employed an instrument for measuring the performance of employees, based on which, the promotion of employees would be carried on. Nevertheless, the latter declared that other municipalities did not respond well to this innovative method and lingered on outdated methods that naturally continued bringing unfruitful results.

“The municipalities usually tend to promote one employee that proved high performance within a particular sector. However, this employee is advanced to engage in a different sector, which causes for his/her performance to drastically decrease due to low motivation and low levels of preparation for work in the unfamiliar sector.”

- Participant from the local level of governance

The participants from the central level alternatively spoke on the procedures that normally lead to promotion/advancement to upper ranks of management within their institutions. They declared that the legal procedures for occupational advancement include proper assessing of academic background, work experience, work performance, age, and other factors. However, it was noted that the above-mentioned factors are of little importance whenever nepotism is in the picture.

Further, the participants were also asked whether the steps towards occupational advancement to upper ranks of management within institutions are alike for men and women. Generally, the participants held the belief that the procedures towards promotion do not differ with regard to the gender of the employee. However, one participant from the central level assumed that women must build more courage and decisiveness to embrace positions of power independently from the influence of external factors, which unfortunately is rarely the case. This declaration introduced an opposite standpoint from the other participants, who declared that the issue does not lie on women's lack of courage for embracing positions of power, but on their declination to compromise with their ethics and morals.

Finally, as a last fraction of this topic, the participants were asked to reveal the means and procedures that led their current leaders of their department to advance to the top. Generally, the participants from both local and central level of governance maintained similar positions regarding this issue. They stated that the whole process of advancement on upper rank positions remains on the realm of political influence, whereas other factors (i.e., gender) makes little to no difference.

Information on accountability and transparency at central and local levels

Further, the qualitative data emerging from focus group discussions with participants of the local level suggest that institutions promote accountability, transparency, and corruption prevention by employing various means. The participants from the local level of governance declare that they allocate great focus on the publishment of relevant documents and to granting access to these documents. Moreover, it is pointed out that with the involvement of civil society organizations as monitoring mechanisms, the municipalities' transparency and accountability is inherently ensured. Further, the participants also touched on the fact that civil service employees are continuously under constant supervision by external and internal auditors, which according to them, results on civil service employees being utmost accountable and transparent.

Further, the participants were asked to declare which is the disciplinary mechanism in place for handling corruption within the public service. The results from focus group

discussion reveal that the mechanism for handling corruption within the local level of governance is the Appeals Committee. The procedure for treating cases of corruption or any risen irregularity includes addressing the issue to the director, which case then gets transferred to the Appeals Committee, whereas the latter then proceeds to address the matter to the court. Regarding the disciplinary mechanism in place for handling corruption within the central level of governance, the participants declared that the Whistleblower official is responsible for handling corruptive-related matters.

Corruption in civil service

Generally, all participants from the local and central level of governance maintain the belief that corruption is quite prevalent in the civil service of Kosovo. The participants from the local level assume that the sectors most affected by corruption within the municipalities in which they operate are the sectors of urbanism and cadaster, due to immense predispositions for misuse of public funds. Moreover, it is declared that residents continue to pay for civil services in bribes. Nevertheless, one participant from the local level maintains that the term corruption is often misinterpreted and placed out of context, with the latter being overused and exaggerated. According to him, the public opinion on corruption is built on nonfactual basis, and the actual levels of corruption are not on the extremity that are presumed to be.

On the other hand, the findings from the qualitative data reveal that participants from the central level of governance also view corruption as being quite prevalent. The participants base their judgement of corruption on the fast enrichment of individuals in power that is witnessed in almost every Kosovo institution.

On the topic of corruption with special regard to gender, the participants were asked to declare which gender is presumably most affected by corruption; respectively, men or women. Opinions amid participants from both local and central level of governance were quite similar. Holding a mutual response, the participants declared that corruption is most prevalent towards men. They assumed that women maintain a higher level of consciousness and responsibility, which causes for them to be less likely to be involved in corruptive networks. The participants further lingered on attributing women's declination to be involved in corruption to personality aspects such as bravery and emotionality. They suggested that when women are on the verge of presuming action, they typically consider all probable consequences, which include family reaction and individual emotional response.

Further, in order to grasp a better recognition of participants on corruption, they were presented with the following finding:

"The results from the quantitative study conducted this year show that local-level civil service employees rated the prevalence of corruption within the civil service with an average score of 2.65 (rated on a 1 to 5 scale, with 1 being "not prevalent" and 5 being "very prevalent"), compared to an average of 2.72 in the 2014 Gender and Corruption Survey. Meanwhile, this score has not changed at the central level, as can be seen in the chart shown to you."

Accordingly, the participants were asked to provide their assessment on the validity of this finding and whether it aligns with their own personal perception. Generally, the results suggest that the participants from the local and central level agree on a large scale with the presented finding. They declared that the central level allows for more opportunities for fund misuse. Whereas, the local-level civil services are more vastly supervised by external mechanisms; namely, auditors and civil society organizations. With the presence of rigid supervision, local level employees are less inclined to engage in corruptive practices and more likely to presume transparency and accountability as part of their every-day occupation.

Further, the participants were provided with another finding that claims that women working in public institutions (both local and central level) are more likely to think that there is a higher level of corruption in Kosovo's civil service. The participants were asked to define reasons for as to why that might be the case. The participants from the local level declared that a possible reason for this outcome might be the direct non-involvement of women in corruption, but nevertheless them witnessing these corruptive practices.

The participants partaking in the focus group discussion were provided with another set of findings deriving from the quantitative part of this study that implies that the main factors causing corruption in the civil service of Kosovo according to civil service workers are "Lack of strict administrative control", "Inefficiency of the judicial system", "Fast personal enrichment sought by people in power" and "Moral crisis in the post-conflict period". All participants (both from local and central level) believe on the accuracy of this finding, especially with regard to the "fast personal enrichment sought by people in power" impacting factor.

On the topic of who may reap the greatest benefits from corruption and lack of transparency, all participants believe that politicians are the prime benefiting bodies from corruptive practices. Moreover, the participants maintain the belief that men benefit more from lack of transparency and corruption, in comparison to women.

The participants further discussed the finding that declared that only 1 % of central-level civil service officials and 3 % of local-level civil service officials said that they were asked to participate in corrupt practices in their workplace. The participants from both levels concurred with this finding by reasoning that individuals in higher decision-making positions are more disposed to be engaged in these types of action. Following the previous presented finding, the participants were also informed that the recent study also found that a larger percentage of women said they were asked to get involved in corrupt practices. The participants from the local level declared that a possible cause for this result may be the underrating of women's ability to comprehend situations that may potentially involve them in corruption.

Further, the data deriving from focus group discussion reveal that "nepotism, favoritism and patronage", and "bribery" are forms of corruption present across the civil service in Kosovo. The participants from the local and central level expressed that favoritism is the

most prevalent form of corruption in civil service. They further put forth their complaints on the numerous numbers of cases where promotion to higher ranking positions was carried out on favoritism bases. Nevertheless, a considerate number of participants from both levels of governance declared that bribery is not a common practice across the civil service in Kosovo.

"It has happened in our institution for a person with no experience that lacks the academic background to be appointed in a higher position. Whereas many employees working in our sector have worked for years and have reached high excellence in the task that is to be performed; however, they are typically overlooked."

-Participant from the central level

The participants present in the discussion were further asked about the ways that these corruptive practices influence men and women's careers / work experience within the civil service. Generally, all participants present in the discussion declared that corruptive practices craft a negative influence on a personal and occupational level. It seems that corruptive practices that occur in public institutions have an impact on lowering the employees' motivation regarding their work. Moreover, with appointing unmerited individuals in positions of decision-making through nepotism, the occupational performance inherently decreases.

Finally, as a last part of discussion, the participants were presented with a finding result that states as follows:

"A recent quantitative study on gender equality in public institutions showed that among those who witnessed corruption, only a small portion of them reported it."

With regard to the finding, the participants were asked to declare the hypothesized reasons for why that may be the case. Generally, the participants from the central level suggested that corruption report normally fails to be assumed due to fear of retaliation and lack of trust in institutions. The participants from the local level provided with an alternative reason for the afore-mentioned outcome by stating that employees usually do not report colleagues due to socio-emotional relations built inside the workplace.

In order to increase the scale of reporting within public institutions, the participants from the local level suggested higher involvement of civil society organisations. The participants from the central level on the other hand suggested increased transparency of directors towards officials, a higher number of internal auditors, and increased protection for whistleblowers.

Private Sector

Promotion policies in private sector

The qualitative part of the study provided the opportunity to elaborate more on promotion policies in the private sector. Specifically, participants were asked about the level of awareness of any policies or codes of conduct that promote gender equality in their companies and gender related discrimination in terms of appointments. They were

further asked on what can employees do to advance to the upper ranks of management and what they believed made their current leaders advance to the top.

In general, participants' perceptions of the concept of any policies or codes of conduct that promote gender equality in their companies were quite clear. According to them, their companies promoted gender equality at a high level. Another view, however, was that positions within the company should be achieved on a merit basis, and not to meet gender quotas.

Moreover, participants stated that everyone should be equal when it comes to appointments. However, some of them stated that this is not the reality within the private sector. With that said, they added that not all private sector companies are fair and there is gender related discrimination in terms of appointments.

It is worth noting that there were no differences in responses regarding the promotion of women in the participating companies. All participants stated that women were promoted in position at the same rate as men in recent years, in their companies. However, when talking about the private sector in general, the female participants shared a different opinion. According to them, paradoxically, just when women are most likely to need support—as they shoot for the highest-level jobs—they may be least likely to get it. Women are still perceived as “risky” appointments for such roles by often male-dominated committees.

When asked what employees can do to advance to the upper ranks of management within their companies, participants stated that there are no gender differences in terms of this issue. With that said, they stated that if the employee is willing to commit, whether completing courses or taking on new tasks, gender does not matter at all in this context. It should be noted, however, that participants represented a small number of companies and always stated based on their experiences within those companies.

Further, participants had the opportunity to elaborate on the steps they thought current leaders of their companies took in order to advance to the top. Initially, all participants agreed that there are economic, political, cultural, environmental, technological, and social challenges that force leaders, to carefully analyze and project different strategic scenarios in order to sustain long-term business growth. Having said that, they do converge toward a universally shared opinion, which is that leadership decisively influences the day-to-day business activities and their results. Therefore, according to them, without a willingness to lead, without a commitment toward the company's mission and vision, and without integrity, the notion of authentic leadership simply does not exist in a business environment.

However, there were some participants of both genders who believed that they could not conclude that men's leadership skills are more powerful and more important than women's skills or vice versa, but it is clear that gender differences do exist and people should capitalize on them.

Information on accountability and transparency

In order to explore how risks of corruption are addressed within the private sector, this study focused on obtaining information regarding the promotion of accountability, transparency within their companies and the way the latter tackle with corruption.

Based on the results, some of the participants stated that their companies had implemented websites, in which they communicated and reported everything in real time, within their company. This, according to them, had enabled a high level of accountability and transparency. Sharing of information relating to policies and regulations was the reason why some of the participating companies have a platform accessible for all employees, regardless of rank or gender.

When asked about the disciplinary mechanism in place for handling corruption within the private sector, participants' responses did not differ from one another. According to them, companies' anti-corruption systems typically involve written commitments on business ethics embodied in company mission, vision or value statements. Although they stated that there were no such complaints in their companies, Human Resources (HR) was considered as adequate staff for dealing with the latter. In addition, they stated a company's culture of integrity and its reputation as an ethical organization depend on the behavior of its directors and employees. As such, the HR's function has a vital role in building an embedded culture of integrity. This included shaping corporate messages and incorporating these in personnel policies, communications and training.

Corruption in private sector

Lastly, participants were asked on the level of corruption within the private sector. They believed that there was a high level of corruption within this sector. However, it is worth noting that female participants stated that they are perceived as fairer and stricter in this regard, and many times the prevalence of corruption is lower towards them when compared to men. In addition, perpetrators of corruption, regardless of gender, were considered beneficiaries of corruption and lack of transparency.

When asked what they thought of the survey results, which showed that almost half of the interviewed private sector employees (48%) believe there is some corruption within the private sector, focus group participants stated that they do not fully agree with these results. They declared that the percentage of employees who believe that there is corruption in the private sector is much higher than they stated.

Further, the participants of the discussion were shown the results of the question that addressed the forms of corruption that were present in the private sector. In this case, all participants that clientelism/nepotism was a phenomenon unfortunately very prevalent in the private sector. As for other issues, such as "Fraud", "Exceeding authorization limits", "Bribery during tendering and contracting", "Misusing official information", and "Gender differences in promotions and pay", they did not believe that these were very present in the private sector, especially in their companies.

Moreover, there were no differences when comparing quantitative and qualitative results with business representatives, when they were asked about the most important

factors that cause corruption in the private sector in Kosovo. All focus group participants agreed that “Lack of implementing the Labor Law”, “Lack of internal control mechanisms”, and “Poor performance of internal control mechanisms” were the most important factors causing corruption in the private sector in Kosovo.

Regarding the topic of corruption and its treatment in the private sector, participants had the opportunity to elaborate further on the reasons why many workers did not report corruption. In this context, based on the results, the main reason for not reporting corruption was considered to be lack of trust in the institutions. Participants further elaborated that staff feels they cannot report corruption without reprisals. According to them, in order to improve the reporting rate, there should be more awareness campaigns regarding the labor law and the reporting of such cases. They further elaborated that campaigns should encourage employees to think more about corruption, emphasizing the extent of the problem.

Lastly, focus group participants also tackled the impact in terms of salaries and maintaining a job, in the private sector, since the spread of COVID-19. The latter reported that they had all worked full-time and there had been no reduction in the number of employees. However, they did not deny the fact that the pandemic had a general impact on their industry. According to them, the pandemic has evolved rapidly from a health emergency to a global economic crisis, spreading through the private sector and posing growing risks to financial systems.

Conclusion

This study provided two different points of view on corruption risks and vulnerabilities – that of civil servants at both local and central level as well as employees in the private sector - through a gender lens. According to this study nepotism, favoritism and patronage is considered as the most prevalent form of corruption in Kosovo. Whereas the main factors of corruption in the public sector (municipal and central level), claimed by both women and men, are the lack of strict administrative control, inefficiency of the judicial system and fast personal enrichment sought by people in power.

The study shows that corruption is present in the public level however a significantly low number of civil servants have witnessed or have been asked to participate in a corruptive situation. Additionally, results have depicted that more men than women have both witnessed and been asked to participate in such practices. Concerning the number of respondents who reported the corruption they have observed is very low, even though most employees, regardless of gender, in the public sector believed that workers are well informed and are encouraged by civil services to speak against corruption and lack of transparency in their workplace. Hence, it is evident that civil workers do not feel safe and free to report corruption even though they are encouraged to do so from higher powers. Regarding corruption towards a particular gender, a mutual position amid both groups of participants in the focus groups is maintained by declaring that corruption is most prevalent amongst men. According to participants in focus groups, women maintain a higher level of consciousness and responsibility, which causes for them to be less likely to be involved in corruptive networks; the same opinion was displayed in the quantitative results too.

Workplace policies are crucial for a proper management in the workplace. Study results present that workplace policies are accessible to all civil servants and the information they contain is described to be very easy to understand. However, the survey results indicate a potential gender gap in exposure to trainings and professional development opportunities in their workplace, hence less women than men seem to think that they all enjoy the same benefits. This seems a problem that should be targeted in order to present equality in the work place. Moreover, study results show that more men than women in both, the central and local level believed that discretionary powers exist within the public administration and can grant additional pay or benefits to certain employees. Participants from the central level in the focus group suggested for the transparency of directors towards officials to be increased, raising the number of internal auditors due to auditor shortage, and increased protection for whistleblowers.

This analysis has provided diverse and interesting data on the perceptions of women and men employed in the private sector about the implications of corruption. In general, respondents believed that corruption was present in the private sector on some scale. Women estimated a lower prevalence of corruption in the private sector than men did. Fraud, clientelism/nepotism, exceeding authorization limits were the forms of corruption most spread across the entire private sector in Kosovo, and the main cause of corruption seemed to be the inefficiency of implementing the Labor Law. Similar to the public

sector, the number of employees who had witnessed or have been asked to participate in corrupt practices and those who reported the corruption is significantly low also in the private sector. The number of men who have experienced such instances was higher than the number of women respondents. There was no gender discrepancy in the number of respondents who reported the corruption. In the focus group discussions, participants believed there is a high level of corruption within the private sector. Similarly as in the public sector, both women and men participants maintained that corruption is more prevalent among men, whereas women were perceived as fairer and stricter in this regard. All participants believed that it is not considered safe for either gender to report corruption without reprisals.

Recommendations

- Since the number of both male and female respondents, who did report the corruption they observed in their workplace or were asked to participate is very low, institutions ought to promote forms of reporting corruption and ensure civil servants that they will not face any repercussions if they come forward and report it.
- Kosovo institutions should ensure that all staff, regardless of gender, has access to the documents/criteria for additional pay and benefits.
- Kosovo institutions should ensure fully transparent and equal training, promotion and professional development opportunities for both genders. Promotional and career development policies should be drafted in a gender sensitive format and an improved informational campaign targeting women should take place.
- Promotions within public and private sector should be based on factors such as previous work performance, academic background and competency, regardless of the gender of the employee.
- There should be a broader involvement of civil society organizations in monitoring of local and central level institutions on their approach to corruption while also exploiting potential gender divergences in perceptions and exposures to corruption.
- There should be an engagement of extra internal and external auditors at the central level as they are at the local level. Further, engagement of external auditors to examine potential gender pay and benefit gaps is needed as a higher share of women than that of men claimed that their income does not match the amount disclosed by their employer to the tax administration.
- Complaint mechanisms should be anonymous, available and easily accessible to civil servants and private sector. Voices of men and women who were victims or exposed to corruption should be both equally taken into account. An anonymous online and fair system could provide a solution in this case.
- Institutions should consider the reasons why civil servants (both men and women employees) think that there is lack of administrative control within the workplace. In doing so, they should analyze the reasons through a gender lens to understand and address the different experience women and men face regarding corruption.