UNIVERSITY "ISA BOLETINI" MITROVICA

STRATEGIC PLAN FOR GENDER EQUALITY 2025 – 2028

Mitrovicë, 2025

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RECTOR'S ADDRESS

Dear participants, esteemed academic and administrative staff, dear students, and representatives of civil society, I have the honor and pleasure today to share with you some reflections on a process of great importance for our institution, namely the drafting of the Strategic Plan for Gender Equality at UIBM.

In my capacity as Rector, I firmly believe that gender equality is not merely a legal or institutional political requirement, but a fundamental value of modern universities that strive to be inclusive, fair, and open to all.

This strategic plan is not simply an administrative document. It is a concrete commitment to addressing existing inequalities, and to strengthening the equal participation and representation of women and men at all levels, from students to leadership positions.

Through this strategic document, we aim to::

- → analyze and improve our internal policies,,
- → support career development for all in a fair and equal manner,,
- → and create a safe, respectful, and equitable environment for all members of the university community..

This initiative would not have been meaningful without the contribution and dedication of the working group, all academic and administrative staff, students, as well as our institutional partners and civil society.Therefore, I sincerely thank you for your cooperation and commitment throughout this process.

Let us remain aware that a successful university is measured not only by scientific publications or average grades, but also by the way it upholds human dignity, rights, and equal opportunities for all.

May this plan serve as a cornerstone for a more just, inclusive, and progressive university.

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Thank you!

Prof. Dr. Nurten Deva

Rector

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List of Abbreviations

CEDAW – Convention on the Elimination of All Forms of Discrimination Against Women
FE – Faculty of Economics
FE – Faculty of Education
FGJ – Faculty of Geosciences
FIMK – Faculty of Mechanical and Computer Engineering
FJ – Faculty of Law
FTU – Faculty of Food Technology
KEC – Kosovo Education Center
PBGJ – Gender Equality Plan
UIMB – "Isa Boletini" University in Mitrovic

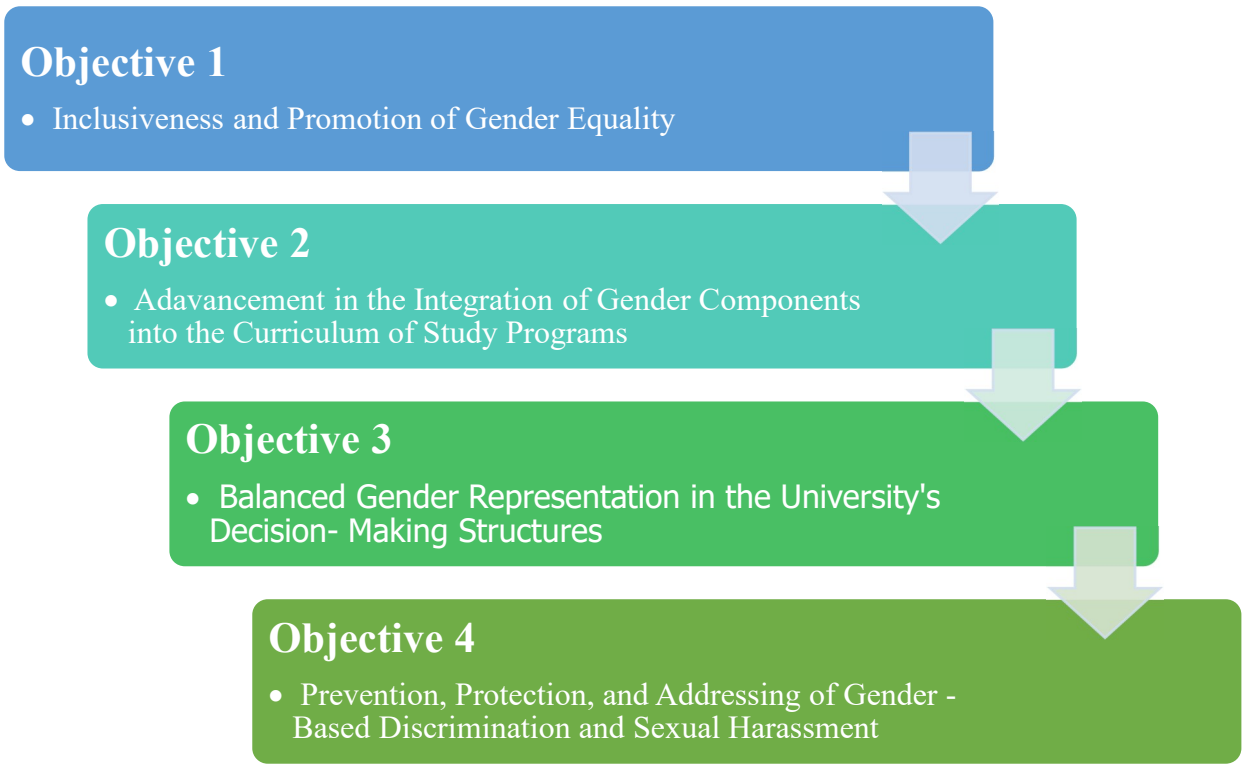
Introduction

"Isa Boletini" University in Mitrovica, based on its Statute and in accordance with its mandate, has decided to develop the Strategic Plan for Gender Equality 2025–2028. This plan constitutes a public policy within the University framework and aims to promote an equitable environment for all, regardless of gender. The plan was prepared by the working team based on Decision No. Prot. 1046, with the support of the Higher Education Intervention 2025 project, implemented by the Kosovo Education Center – KEC.

This strategic document of "Isa Boletini" University in Mitrovica analyzes and addresses objectives that contribute to and reflect the promotion of gender equality values, in line with the University Statute and the legal framework for gender equality in Kosovo. The document also seeks to create equal gender opportunities within the University's operations, without distinction of gender.

The document defines the goals, objectives, activities, indicators, and responsible parties related to gender issues, aiming to improve gender balance within the University. Its main focus is on establishing equal access to academic resources, providing diverse opportunities for professional advancement, and building a healthy and supportive environment for all members of the university community, regardless of gender. The proposed policies for implementation are based on data collected by "Isa Boletini" University in Mitrovica, which include the analysis of the gender profile of students and academic and administrative staff, as well as the assessment of gender mainstreaming in the currently offered study programs.
The strategic plan is structured around four strategic objectives, which are illustrated in:

Figure 1. Objectives of the Strategic Plan for Gender Equality at "Isa Boletini" University in Mitrovica



2. Methodology of the Work

Regarding the Strategic Plan for Gender Equality at "Isa Boletini" University in Mitrovica, based on Decision No. Prot. 1046, a working group was established with the purpose of drafting the Strategic Plan for Gender Equality. The group consists of 10 members: six representatives from "Isa Boletini" University in Mitrovica—Assoc. Prof. Dr. Besim Gollopeni – Chairperson, Ass. Xhemajl Valiqi – Member, Assoc. Prof. Dr. Flora Ferati – Member, Assoc. Prof. Dr. Ajeten Avdullahi – Member, Ass. Kaltrina Kajtazi – Member, Ass. Ariana Sadiku – Member, and Njomza Gashi – Member from the Student Parliament; and two representatives from public institutions: Besmir Salihu – Director of the Regional Employment Office in Mitrovica – Member, and Besa Veseli – Gender Equality Officer at the Municipality of Mitrovica – Member. The working group was supported by consultancy provided through the Higher Education Intervention 2025 project, implemented by the Kosovo Education Center – KEC, Prof. Ass. Dr. Ferdi Kamberi.

The working group developed a dynamic plan for the process of drafting the Strategic Plan for Gender Equality at UIMB and established the methodology for preparing the plan. Initially, internal consultative meetings were held with the members of the working group, guidance was provided regarding the drafting of the profile and structure of the strategic document, and the current situation at the university was presented…

3. Legal Framework and Situation Analysis

The legal framework on gender equality outlines principles and values grounded in human dignity, and the spirit of international conventions is reflected in the legal framework of Kosovo's legislation on gender equality

The Constitution of the Republic of Kosovo – is the highest legal and political act of the country, which under its umbrella ensures the promotion and values of gender equality. Article 22 – Direct Implementation of International Law – emphasizes that "the human rights and freedoms guaranteed by the following international agreements and instruments are guaranteed by this Constitution, applied directly in the Republic of Kosovo, and take precedence, in case of conflict, over the provisions of laws and other acts of public institutions." Within the framework of the Constitution, numerous international conventions are incorporated, including the provisions of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

Furthermore, Article 24 – Equality Before the Law – explicitly emphasizes that gender equality is a value of the democratic process, ensuring balanced access between genders in political, economic, social, cultural, and other spheres. This article underlines that "all are equal before the law. Everyone enjoys the right to equal legal protection, without discrimination. No one shall be discriminated against on the basis of race, color, gender, language, religion, political or other opinions, national or social origin, association with any community, property, economic or social status, sexual orientation, birth, disability, or any other personal status. The principles of equal legal protection do not prevent the implementation of necessary measures to protect and advance the rights of individuals and groups in unequal positions. Such measures shall be applied only until the objective for which they were taken has been achieved."

Law No. 05/L-020 on Gender Equality – guarantees, protects, and promotes equality between the sexes as a fundamental value for the democratic development of society. Article 4 of this law prohibits gender discrimination and emphasizes that "direct or indirect gender discrimination is prohibited, including less favorable treatment of women due to pregnancy and maternity, marital status, nationality, race, disability, sexual orientation, social status, religious belief, age, or any other basis established by law or binding international agreements and instruments."

Furthermore, Article 5 of the same law explicitly highlights measures for preventing gender discrimination and ensuring gender equality. The article states that "for the purpose of preventing and eliminating gender discrimination and achieving gender equality, institutions of the Republic of Kosovo at all levels of legislative, executive, and judicial power, as well as other public institutions, are responsible for implementing the legislative measures and

Other measures." Specifically, Article 15 of this law focuses on prohibiting gender discrimination in employment relations, emphasizing "conditions for access to employment, whether in independent or obligated work, including selection criteria and recruitment conditions, regardless of the field of activity and at all levels of the professional hierarchy, including advancement; access to all types and levels of professional management, professional and advanced training, and retraining, including practical work experience; employment and working conditions, including dismissal, as well as remuneration; membership and participation in a workers' or employers' organization, or any organization whose members practice a specific profession, including benefits provided by such organizations; access to employment, including employment training, where differential treatment based on a gender-related characteristic does not constitute discrimination when, due to the particular nature of professional activities or the conditions under which they are performed, such a characteristic constitutes a legitimate professional requirement, provided that its purpose is legitimate and the requirement is proportionate."
The law also emphasizes special measures regarding equal gender representation in all legislative, executive, and judicial bodies and other public institutions, which is achieved when a minimum of fifty percent (50%) representation is ensured for each gender, including their governing and decision-making bodies, gender mainstreaming, gender budgeting, and other specific provisions, which are mandatory for implementation.

Law No. 05/L-021 on Protection from Discrimination – It is one of the vital laws of the Republic of Kosovo, focusing on discrimination of any kind or form. Specifically, Article 1 of this law emphasizes that "the purpose of this law is to establish a general framework for the prevention and combating of discrimination based on nationality or association with any community, social or national origin, race, ethnicity, color, birth, origin, sex, gender, gender identity, sexual orientation, language, citizenship, religious belief and conviction, political affiliation, political opinion or other opinions, social or personal status, age, family or marital status, pregnancy, maternity, property status, health condition, disability, genetic inheritance, or any other basis, in order to implement the principle of equal treatment.

Law No. 03/L-212 on Labor – It aims to regulate the rights and obligations arising from the employment relationship. This law includes the prohibition of all forms of discrimination, including the gender component, the establishment of employment relations, workers' rights, working hours, occupational safety and protection, wages, as well as other related matters.

Law No. 05/L-019 on the Ombudsperson – It is a public and independent institution that represents the interests of the citizens of the Republic of Kosovo in other instances in cases of violations of their rights. The Ombudsperson has "the competence to investigate complaints received from any natural or legal person regarding alleged violations of human rights as provided by the Constitution, laws, and other acts, as well as by international human rights instruments, particularly the Convention
The European Convention on Human Rights, including actions or omissions that constitute an abuse of authority

National Program for Gender Equality 2020–2024– It is a form of a platform for advancing gender equality in Kosovo, and as a program, it aims to ensure that gender equality is at the center of transformative processes in Kosovo across all structures, institutions, policies, procedures, practices, and programs of the government, agencies, civil society, the private sector, and the donor community. The program is organized into three strategic pillars: Economic Empowerment and Social Welfare; Human Development, Gender Roles and Relations; and Women's Rights, Access to Justice, and Security.
Based on the analysis of the current situation in Kosovo, the main issue in the pillar of Economic Empowerment and Social Welfare is the presence of socio-economic-structural inequalities and exclusion. Strategic Objective 2 aims to advance gender equality through quality education and healthcare, inclusiveness, and the utilization of human capacities as contributors to sustainable human development and the elimination of gender inequalities and stereotypes. Specific activities related to higher education within this objective are:

- • Integration of gender studies into course syllabi and the development of courses on gender studies in higher education institutions (HEIs);
  • Provision of scholarships for gender studies abroad for both boys and girls (Young Cell Scheme);
  • Campaigns to encourage boys and girls to pursue early childhood education programs in higher education institutions;
  • Grants to advance girls' and women's access to research grants and academic professional development;
  • Addressing stereotypes in textbooks."

To understand the extent of the integration of gender equality principles within the university's legal framework, the fundamental internal documents have been analyzed:

Statute of the "Isa Boletini" University in Mitrovica – It includes general principles of equality but does not address in detail the mechanisms for implementing gender equality. Article 8 stipulates the prohibition of discrimination and the university's obligation to create equal opportunities for all. Meanwhile, Article 9 states: "The University ensures and supports gender equality. In cases where male and female candidates have equal qualifications and professional achievements, priority shall be given to the female candidate.

Strategic Plan of the "Isa Boletini" University in Mitrovica 2022–2025 – It aims at the path toward improving the quality of teaching and learning, developing academic programs in accordance with labor market needs, scientific research, internationalization and networking, digitalization and public information, as well as sustainable financial management."

Code of Ethics and the Ethics Council – Its purpose is to establish the rules of conduct for academic and administrative staff as well as students, in accordance with standards set in line with the professional

and moral ethics of the university and academic freedom. The Code aims to develop a culture within the university that highlights values and builds a contemporary ethic based on mutually accepted principles, to guide our work and enhance the university's image.

Meanwhile, the Ethics Council at the "Isa Boletini" University in Mitrovica consists of five members from the ranks of the university's teaching staff, with a four-year mandate. The Ethics Council is responsible for developing disciplinary procedures and proposing sanctions for cases of violation of the Code of Ethics. The Ethics Council is also responsible for monitoring the implementation of the Code of Ethics

4. Gender Profile at "Isa Boletini" University in Mitrovica

Based on the data available from "Isa Boletini" University in Mitrovica, out of a total of 104 academic staff members, 35 (34%) are women and 69 (66%) are men. The number of external academic collaborators is 29, of whom 16 (55%) are women and 13 (44%) are men. The Rector is a woman, and there are a total of 5 Vice-Rectors, of whom 1 is a woman and 4 are men. The Secretary is a man, while the total number of members of the Governing Council is 7, including 2 women and 5 men.

Regarding Deans, there are 6 in total, with 1 woman and 5 men, while the number of Vice-Deans is 9, including 3 women and 6 men. Faculty Secretaries total 3, with 1 woman and 2 men.

As for the administrative staff at the university and faculties, there are 54 in total, of whom 31 (57%) are women and 23 (43%) are men.

Table 1. *Gender Representation: Academic and Administrative Staff, as well as Decision-Making Positions*

No.		Women	Men	Total
1	Number of full-time academic staff	35	69	104
2	Number of external academic collaborators	16	13	29
3	Number of Vice-Rectors	1	4	5
4	Gender of the University Secretary		1	1
5	Number of members in the University Governing Council	2	5	7
6	Number of Deans	1	5	6
7	Number of Vice-Deans	3	6	9
8	Number of Faculty Secretaries	1	2	3
9	Number of administrative staff at the university and faculties (total)	31	23	54

garding the gender distribution of academic ranks, based on data from the official website of "Isa Boletini" University in Mitrovica, the information is as follows:

Table 2. Gender Structure at UIBM by Academic Rank

At the university level:	Women	Men	Total	% Women
Full Professors	5	20	25	20%
Associate Professors	6	17	23	26%
Assistant Professors	9	16	25	36%
Lecturers	1	/	1	100%
Teaching Assistants	15	16	31	48%

Based on the available data, out of 25 full professors, only 5 are women. Among 23 associate professors, 6 are women. There are a total of 25 assistant professors, of whom 9 are women. There is only one female lecturer, and among 31 teaching assistants, 15 are women.

4.1 Participation of Academic Staff in Projects and Research by Gender

The academic staff has carried out research projects, and according to the data, during the years 2023–2025, a total of 19 research projects were implemented. Of these, 63% were coordinated by women and 37% by men, indicating a high representation of women in the leadership roles of the projects, as also presented in Table 3.

Table 3. Gender Participation in Research Projects for the Years 2023–2025

Research Projects 2023-2025		
Number of Projects	19	100%
Female Coordinators	12	63%
Male Coordinators	7	37%

4.2 Gender Profile of Active Students at "Isa Boletini" University in Mitrovica

According to the data, in the academic year 2024/2025, "Isa Boletini" University in Mitrovica has a total of 1,795 active students. Among these active students, female students represent the majority, accounting for 74%.

Figure 2. Gender Representation of Students by Faculty at the Bachelor Level

Across all faculties at "Isa Boletini" University in Mitrovica, women lead in terms of the number of active students at the bachelor level. In the Faculty of Education, the number of male students is exceptionally low, accounting for only about 2% of active students.

Table 4. Gender Structure of Active Students by Academic Units in Bachelor Studies

Faculty	Women	Men	Total	Women %	Men %
Faculty of Geosciences	110	59	169	65%	35%
Faculty of Mechanical and Computer Engineering	431	201	632	68%	32%
Faculty of Food Technology	282	32	314	90%	10%
Faculty of Economics	105	60	165	64%	36%
Faculty of Education	152	3	155	98%	2%
Faculty of Law	189	50	239	79%	21%
Total	**1269**	**405**	**1674**	**76%**	**24%**

The situation is different at the master's level, where the number of active male students is higher than that of female students at the university level. However, by faculty, only the Faculty of Geosciences has a higher number of male students compared to female students.

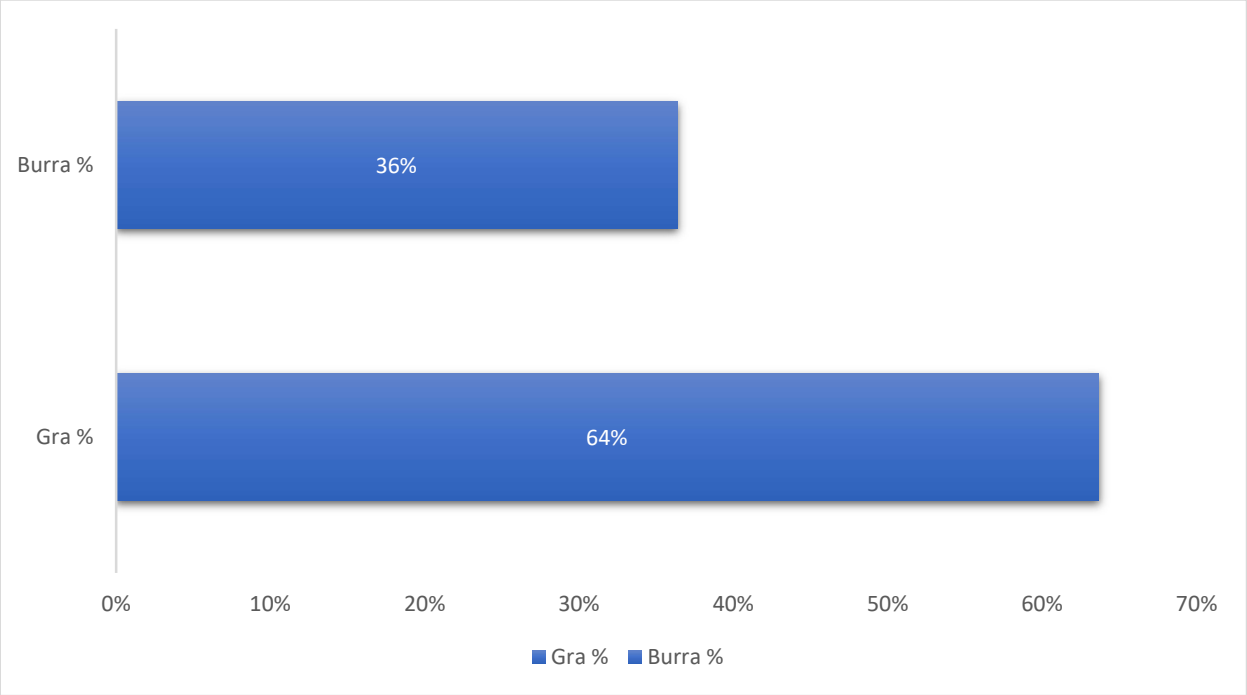
Table 5. Gender Structure of Active Students by Faculty at the Master's Level

Faculty	Women	Men	Total	Women %	Men %
Faculty of Geosciences	12	52	64	19%	81%
Faculty of Mechanical and Computer Engineering	6	0	6	100%	0%
Faculty of Food Technology	36	15	51	71%	29%
Total	**54**	**67**	**121**	**45%**	**55%**

4.3 Gender Structure of Mobility Beneficiaries

Regarding the gender structure of mobility beneficiaries, in 2024, out of 11 students who benefited from mobility programs, 7 were women.

Figure 1. Gender Structure of Mobility Beneficiaries in 2024



Regarding the engagement of academic staff in national and international mobility programs and projects in the context of gender, the data for 2023 show that women represent a significant portion of international mobility beneficiaries (see Table 6). Out of a total of 19 beneficiaries, 9 were women, accounting for 47.36%, while 10 were men, representing 52.63% of the total. In 2024 (see Table 6), the total number of beneficiaries was 22, of whom 7 were women (31.81%) and 15 were men (68.18%). Meanwhile, in 2025 (s
ee Table 6), out of 11 beneficiaries in total, 7 were women, representing 63.63%, and 4 were men, accounting for 36.36%.

Table 6. Gender Participation of Academic Staff in Mobility Programs for the Years 2023–2025

Year	2023			2024			2025		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Faculty of Economics	2		2	2		2	1		1
Faculty of Education	3		3	1		1	2	1	3
Faculty	1	2	3	2	4	6			

Faculty of Food Technology	1	6	7	1	10	11	3	2	5
Faculty of Geosciences		2	2		1	1		1	1
Faculty of Law	2		2	1		1	1		1
Faculty of Mechanical and Computer Engineering	**9**	**10**	**19**	**7**	**15**	**22**	**7**	**4**	**11**
Total	47.36 %	52.63	100%	31.82 %	68.18 %	100%	63.64 %	36.36 %	100%

4.4 Gender Structure of Scholarship Beneficiaries at "Isa Boletini" University in Mitrovica

"Isa Boletini" University in Mitrovica, based on its Statute, aims to place students at the center by collaborating through various research projects and by encouraging them through scholarships to achieve academic performance. In this way, each year the Governing Council plans the budget line regarding student scholarships. For the academic year 2023/2024, the Governing Council allocated an amount of €1,000 for scholarship students.

Regarding the allocation of scholarships, the Scholarship Allocation Committee at UIBM for the academic year 2023/2024 distributed the scholarships as follows:

Table 7. Gender Structure of Scholarship Beneficiaries Offered by UIBM by Faculty

Faculty	Men	Women	Total
Geosciences	/	2	2
Economics	2	3	5
FTU (Faculty of Food Technology)	3	7	10
Education	/	18	18
Law	4	11	15
FIMK (Faculty of Mechanical and Computer Engineering)	4	34	38
Total	**14**	**75**	**89**

Based on Table 7, out of the 89 scholarships awarded to students in the academic year 2023/2024, 75 were awarded to women, accounting for 84%, and 14 scholarships were awarded to men, representing 16%.

References

- Constitution of the Republic of Kosovo
- Law No. 05/L-020 on Gender Equality
- Law No. 05/L-021 on Protection from Discrimination
- Law No. 05/L-019 on the Ombudsman
- ZKM/ABGJ: *"Kosovo Gender Equality Program 2020–2024 and Action Plan June 2020"*, ZKM/ABGJ, Prishtina, 2020
- Statute of "Isa Boletini" University in Mitrovica
- UIBM: *"Strategic Plan of 'Isa Boletini' University in Mitrovica 2022–2025"*, Mitrovica, 2022
- UIBM: *"Code of Ethics"*

URL

https://umib.net/vendimet-e-kd-2024/
https://umib.net/
https://umib.net/keshilli-i-etikes/

5. Strategic Plan for Gender Equality at "Isa Boletini" University in Mitrovica

Nr.	Objective 1	Activity	Indicators	Responsibility	Timeframe	Budget
1.	**Inclusiveness and Promotion of Gender Equality**	• Integration of the gender perspective into the legal framework of UIBM. • Creation of a database of academic staff with expertise in the field of gender equality. • Integration of the gender perspective into the University's Strategic Plan. • Observance of days that promote and affirm gender equality and values.	• Legal analysis of the gender perspective, completed. • Database of data, created. • University Strategic Plan with a gender perspective, completed. • Creation of a calendar of important days to be observed and to promote gender equality.	Governing Council, Management, Academic Staff, Administration, Students, NGOs	2025 - 2028	3,500 euro
Nr.	**Objective 2**	Activity	Indicators	**Responsibility**	**Timeframe**	**Budget**
2.	Advancement in the Integration of the Gender Component into the Curriculum of Study Programs	• Organization of seminars and working groups / roundtable discussions focusing on gender equality. • Organization of training sessions that promote gender equality and values, and prevent the use of gender-insensitive language. • Collaboration with universities, public institutions, and non-	1. 10 seminars and working groups / roundtable discussions, organized. 2. At least 1 training session organized during the year. 3. Number of cooperation agreements signed. 4. Inclusion of at least one course promoting gender equality and social	Governing Council, Management, Academic Staff, Administration, Students, NGOs	2025 - 2028	5,000 euro

		governmental organizations engaged in promoting gender equality values. • Inclusion of courses within faculties that promote gender equality and social values.	values in all study programs.			
Nr.	**Objective 3**	Activity	Indicators	**Responsibility**	**Timeframe**	**Budget**
3.	Balanced Gender Representation in the University's Decision-Making Structures	1. • Gender balance in leadership structures, committees, and projects. • Balanced gender representation among students. • Development of supportive policies for pregnant and postpartum students during their studies. • Preparation of a manual promoting gender equality and values. • Preparation of a periodic report to assess the current state of gender representation in committees, projects, and trainings.	Publication of the manual on the university's website and social media platforms. 4.2. Placement of the manual on information boards in faculty halls, accessible to everyone. 5. Periodic report assessing the current state of gender representation – completed. 6. Number of calls for projects, research, and gender affirmation, and	Management, Governing Council, Stafi akademik, Administrata, Studentët, OJQ-të	2025 - 2028	5,500

		• Integration of the gender perspective in calls for projects, research, and gender affirmation.	preparation of the report for the call.			
Nr.	**Objective 4**	Activity	Indicators	**Responsibility**	**Timeframe**	**Budget**
4.	Prevention, Protection, and Handling of Gender-Based Discrimination and Sexual Harassment	1. Preparation of a communication strategy that includes gender balancing within UIBM. 2. Organization of conferences, seminars, and roundtables focusing on promoting gender equality. 3. Placement of promotional materials / informational brochures on discrimination and sexual harassment. 4. Informing new students on orientation day about the importance of gender equality, the use of non-discriminatory language, sexual harassment, and the reporting	1. • Integration of the gender perspective into the University's Communication Strategy. • At least two conferences, seminars, and roundtables per year focusing on gender equality. • Number of promotional and informational materials placed within UIBM premises. • Presentation of materials related to the importance of gender equality, the use of non-discriminatory language, sexual harassment, and reporting procedures to students. .	Governing Council, Management, Academic Staff, Administration, Students, NGOs	2025 - 2028	4,500

		procedures for such cases.				

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